

Sales Management

THE MAGAZINE OF MARKETING

UNIVERSITY
OF MICHIGAN

AUG 13 1952

BUSINESS ADMINISTRATION
LIBRARY

Forecasting For 1952:

The Three Major Challenges For Sales Executives

By Burton Bigelow 24

Sales Outlook in 100 Industries

By Future Sales Ratings Board 84

13 Predictions

By Philip Salisbury, Editor 21

JULY 1952



Gone is the day of our Grandfather's when
They had to depend on the little red hen.

My hatchery hatches
Slick chicks in large batches
And quickly dispatches
them onward again.

P.S.

I send them airFREIGHT
because they arrive
Healthy and Happy and fully alive.

**Perishables Move FAST
via Delta airFREIGHT**

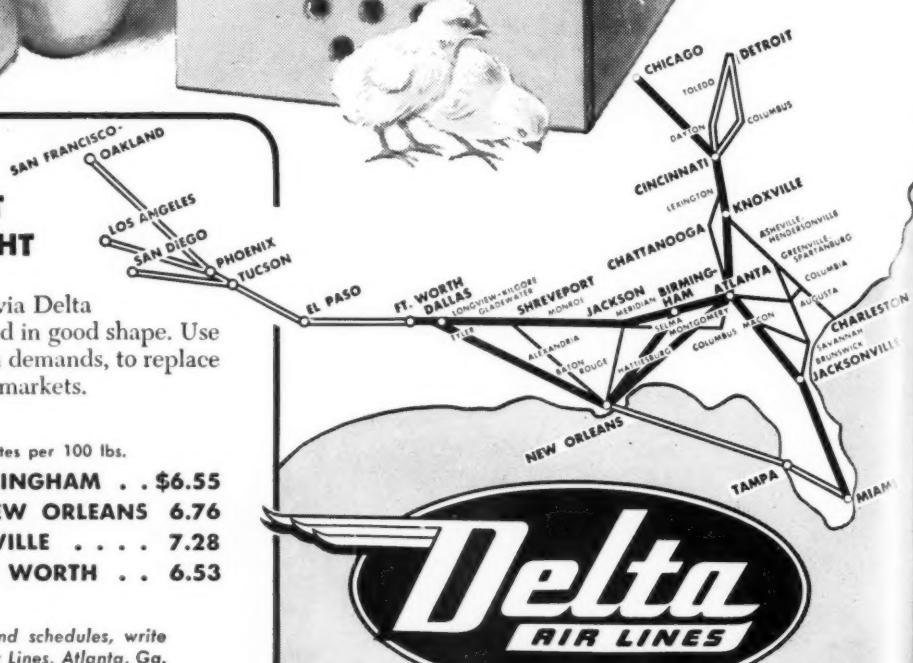
Same-day or overnight delivery via Delta means perishables arrive fresh and in good shape. Use Delta airFREIGHT, too, for rush demands, to replace inventories, to expand into new markets.



Typical rates per 100 lbs.

CHICAGO-BIRMINGHAM . .	\$6.55
CINCINNATI-NEW ORLEANS	6.76
DALLAS-KNOXVILLE	7.28
ATLANTA-FORT WORTH . .	6.53

For complete commodity rates and schedules, write
airFREIGHT Department, Delta Air Lines, Atlanta, Ga.



STILL GOING UP!



McCall's

ABC CIRCULATION, FIRST 9 MONTHS OF 1951, IS

4,033,728

CIRCULATION—PUBLISHERS' INTERIM STATEMENTS

FIRST 9 MONTHS OF 1950	TOP FIVE MAGAZINES	FIRST 9 MONTHS OF 1951
LIFE 5,351,630		5,298,334 LIFE
LADIES' HOME JOURNAL 4,543,856		4,444,613 LADIES' HOME JOURNAL
WOMAN'S HOME COMPANION 4,060,614		4,033,728 McCall's
SATURDAY EVENING POST 4,036,246		4,028,409 WOMAN'S HOME COMPANION
McCall's 3,817,188		3,976,505 SATURDAY EVENING POST

ONLY GAIN IN NEWSSTAND CIRCULATION

	1st 9 months 1950	1st 9 months 1951	Gain or Loss
LADIES' HOME JOURNAL	2,035,837	1,849,941	Loss 185,896
LIFE	1,815,700	1,624,518	Loss 192,182
SATURDAY EVENING POST	1,643,266	1,563,276	Loss 79,990
McCall's	1,397,263	1,453,018	GAIN 55,755
WOMAN'S HOME COMPANION	1,418,713	1,313,225	Loss 105,488

McCall's is the only one of the five leading magazines to show a gain in total circulation.* McCall's is the only one of the five leading magazines to show a gain in newsstand circulation.* McCall's is the third largest magazine . . . and still going up.

*(ABC Interim Statements First 9 months, 1951 compared with first 9 months, 1950)

He sold an idea to the world

His entire life a portrayal of thought before action, Thomas A. Edison gave light to the world through a new concept of constructive planning. Today, in business, sound planning for direct advertising is the vital starting point. It determines the resultfulness and the ultimate cost of the effort.

Careful, intelligent and production-wise preparation of advertising is part of James Gray's "one-stop" service to large and small mailadvertisers.

When you need powerful ideas, copy and layout with or without mechanical reproduction, call Gray!



Bus. Admin.
HF
5438
.A2
S3

Sales Management

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EXHIBITS AND SHOWS

Bingo Pecks 'Em In

An old idea which has entertained millions is the basis for Monsanto Chemical's "Chem Game." It's an intriguing trade show device to acquaint both top management and engineers with curiosity-arousing data on the company's 500 chemical products.

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LEGAL PROBLEMS

Now FTC Authorizes "Alternative Services"

You can offer demonstrators to one store, window displays to another, inventory protection to a third without running afoul of Federal Trade Commission's interpretation of the Robinson-Patman Act. Here's an analysis of the new cosmetics code which has set the policy for all lines of business.

By Jerome Shoenfeld, Washington Editor 50

MARKET OUTLOOK

Sales Ratings Board Tally Indicates Record Year in '52

Predictions: Gross national product will be 5% higher than in 1951, hard goods output will be larger than current materials allocations now indicate, and intensified promotion will be necessary to move inventories into hands of consumers. These are the views of the 300-man Board of Analysts of Future Sales Ratings for 100 basic industries.

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MERCHANDISING

Adventures in Shopping: No. 14

Full employment, savings double a year ago—and yet sales are slow. Alibis of high taxes and high prices aren't the real answer. The biggest shortage today is in salesmanship and here are case histories to prove it, involving: Ford and Studebaker cars; National Prefab Homes; Lown, Geller and Samuels Shoes; Tel-Tru and Taylor Thermometers.

40

us Adm
Editor

The Three Major Challenges For Sales Executives in 1952

They will determine your approach to the market, your board of director's attitude toward the sales department, and the effect on net profits. Within the sales organization, they will influence your course of action on five basic problems.

The Challenges:

1. All-out defense or war economy
2. Sudden peace
3. "Starvation lag" between civilian cut-backs and full defense orders

The Specific Sales Problems:

1. More and better planning
2. Shortage of technical sales manpower
3. Shortage of manpower managers
4. Demands for increased sales compensation
5. Negative attitudes of top management toward selling

By Burton Bigelow, Burton Bigelow Organization 24

RETAIL SALES TRAINING

More Sales Skill Behind The Retail Counter: J & J Helps Build It

Sales increases as high as 300% are being rung up in chain and independent drug stores where managers and salespeople enroll in Johnson & Johnson's Home Study Sales Forum. A smash hit, it's rolling like a circus train.

By A. B. Ecke, Senior Associate Editor 30

SALES MEETINGS

Fast-Action Sales Meetings: Rubberset Packs 'Em With Ideas

No monotony. No dull speeches. No palaver weighed down with platitudes. Instead, a balanced diet of fun and business, a program spiced with skits, audience participation, stunts, visual demonstration. Rubberset's men loved it.

By David T. Barry, Sales Manager, Paint Brush Division, Rubberset Co. 58

SALES TOOLS

Tools for Selling

Here is the premiere edition of a new department to be served up monthly. It is an assembly of picture-stories of bedrock sales tools which are designed for more efficient selling, less inefficient talk. 66

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"What section is of top interest?"



Just about every reader survey we've run across proves that New Product sections of business papers are the best read sections. That's why IEN is looked over so carefully — its whole editorial and advertising content has to do with Product Information.



An ad like this may be good business in consumer media . . . lots of picture area, short message, signature. But when you're advertising to busy industrial men—the men who specify and buy products used by industry—you can save all that artwork, all that picture area, and concentrate on the only thing your industrial readers want—product facts.



Thomas Publishing Company
461 Eighth Avenue, New York 1, N. Y.

REPRESENTATIVES—ATLANTA • BOSTON • CHICAGO
CLEVELAND • DETROIT • INDIANAPOLIS
LOS ANGELES • PHILADELPHIA • PITTSBURGH

Did you get a Zippo for Christmas?

If you are one of the many lucky men who received Zippo Lighters this Christmas, read these facts about your gift:

If your Zippo is not already personalized, you can have it engraved with your initials or actual signature for only \$1.00. (Leather-Crafted models —initials only.) Just send it to us with your instructions. This special Zippo service takes only a few days.



Your Zippo has a convenient place to carry a generous supply of extra flints. Place them under the felt pad at the bottom of the fluid chamber. Make a point of always using Zippo Flints. They last longer, give you sure-spark action.

Your Zippo is fully covered by a **FREE REPAIR SERVICE POLICY**. In the event of any mechanical trouble at any time, we will put your Zippo in first-class working condition without one single cent of cost to you!



To get the best results with your Zippo, always use long-lasting Zippo fluid. It's scientifically made to light instantly, provide a clean, odorless, smokeless flame. Your Zippo is a precision instrument, durably made to give you a lifetime of dependable service. It's the lighter that always lights with a zip... even in wind or rain.

Did you give a Zippo for Christmas?

If not—now is the time to get more information about Zippo Lighters as business gifts. They're ideal for sales incentives, length of service awards, sales promotion premiums, business anniversary awards. Send the coupon below for free brochure.

Zippo Manufacturing Company
Bradford, Pa.

Dept. SM 1-5

Please send FREE brochure showing Zippo models, quantity discount prices, and information on low-cost trade-mark engraving.

Company.....

Address.....

City..... Zone..... State.....

Send attention of..... Title.....



EXECUTIVE OFFICES, 386 Fourth Avenue,
New York 16, N. Y. Lexington 2-1760

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SUBSCRIPTION MANAGER..... C. V. Kohl
\$8.00 a year; Canada, \$9.00; Foreign \$10.00

SALES MEETINGS

(quarterly, Part II of SALES MANAGEMENT); editorial and production offices: The Essex, 13th and Filbert, Philadelphia 7, Pa.

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Member



January 1, 1952

Volume 68 No. 1



STRANGER!

The end of December marked the completion of *forty-four consecutive years* of advertising leadership by the Times-Star among all Greater Cincinnati dailies.

That's Retail, Department Stores, General, Automotive, Total Display, and Total Advertising.

And we *smile* when we say it!

in Cincinnati...it's the **TIMES-STAR**



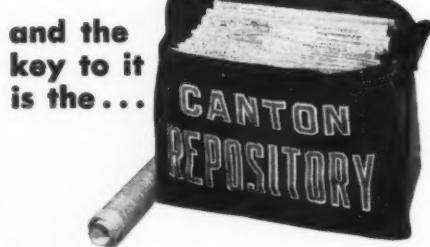
NEW YORK 17: 60 E. 42nd St.; CHICAGO 1: 333 N. Michigan Ave.; WEST COAST: John E. Lutz Co., 435 N. Michigan Ave., Chicago 11

Canton, Ohio is a KEY Market



**Total Effective
Buying Income:
\$421,603,000**

Key Facts: Between 1940 and 1950 Canton retail sales went up 205% . . . wholesale trade increased 204% . . . population increased 20.5% . . . industrial wages alone gained 205% . . . industrial employment advanced 65%. One newspaper, the Repository, economically covers this key market—96.7% city zone coverage; 99.4% home delivered.



A Brush-Moore newspaper, represented nationally by Story, Brooks & Finley

The Human Side

Avisco's Camera Bugs

Every year about this time American Viscose Corp., like thousands of other companies, sends out calendars. Like those thousands of companies for whom calendars are *de rigueur*, Avisco has found that the calendar provides a source of inexpensive, all-year advertising. And just like other calendar-givers, Avisco tries to make its offerings as attractive as possible. The competition is terrific: Only the most beautiful or imaginative calendar gets the place of honor on the wall above the desk.

Last year Avisco, realizing that photography has become almost a national pastime, decided to have a go at letting its employees provide the makings of a calendar. The corporation launched a contest for color photographs. With 12 pictures needed, the corporation found, at contest's end, it had almost 12 times that many. But since attractiveness is so necessary in a calendar, the embarrassment of riches was welcome. The winners were selected and each was given a \$50 check. They had the pleasure of seeing their winning pictures handsomely reproduced and with a credit line on the calendar.

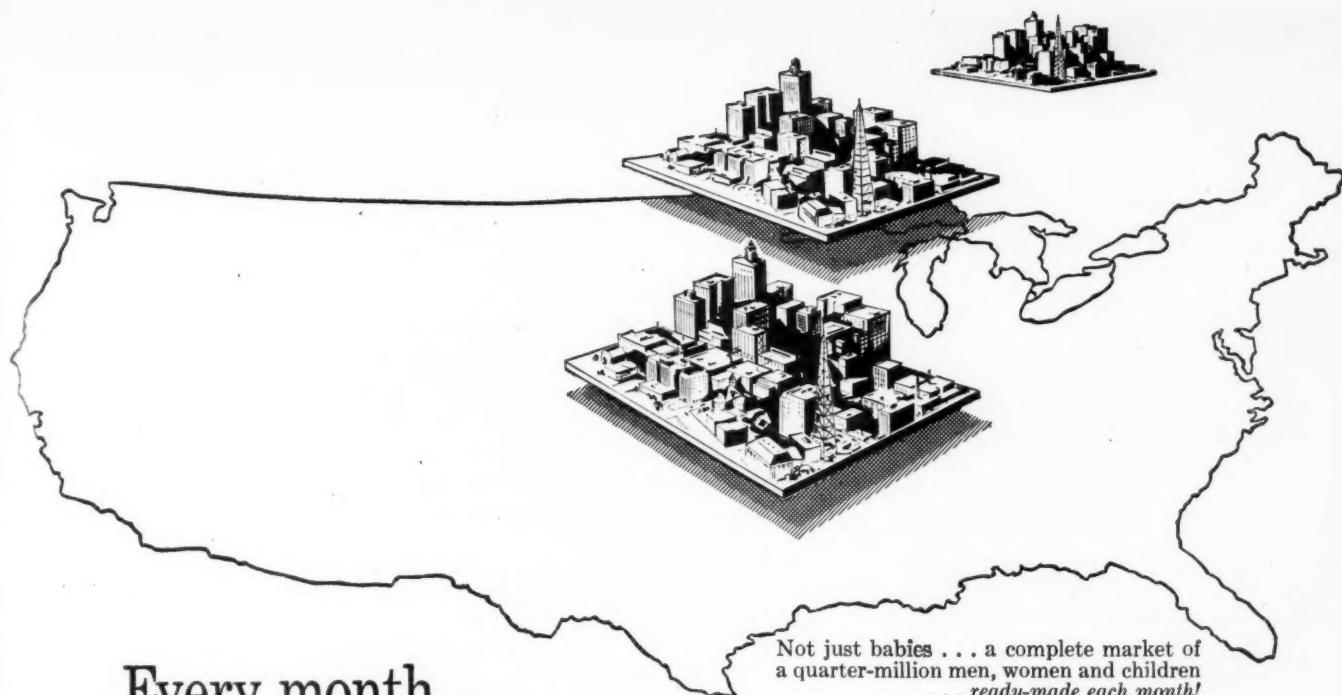
This year Avisco again held its picture contest. And the success of last year's calendar brought forth 595 entries. Each winning picture is appropriate to the month it represents. Avisco says that this year the quality of the photographs was even higher than last: Shutter-bugs, looking ahead to the contest, had been busily taking color pictures all year. Instead of 12 pictures, 14 were selected as winners. (The calendar begins with December, 1951, and it has a cover picture.) Avisco is sending the completed calendars to 36,000 employees and friends.

Avisco says that photography, as a hobby, isn't dependent on locale. One of the winners was from New York City, four were from the Philadelphia offices. The others were from various Avisco plants with lots of nature just outside the windows.

Best Foot Forward

The Kid Leather Guild has an idea that women know precious little about their feet or their shoes. (Ever know a woman whose feet didn't hurt her?) It decided to do some on-the-spot education and guess where it started? . . . Why, with women's clubs, of course.

Kid Leather's program is already under way and while you can't expect to see women wearing sensible shoes, if your wife belongs to one of the 750 clubs which signed to participate in the program you may expect to be regaled with talk about shoes, how they're made, history of same and why those non-sensible jobs consisting of two pieces of strap, a platform and a heel cost so much. The program which Kid Leather is presenting to women's clubs all over the country was worked out by the Woman's Club Service Bureau, a division of Sally Dickson Associates. The Bureau spends its time and energies developing such programs for top drawer companies and associations which want to reach and influence America's distaff population. Today the Bureau, after seven years of existence, serves some 27,000 women's clubs, presents whole programs, from the first gavel bang to ideas for the refreshments which follow.



Not just babies . . . a complete market of
a quarter-million men, women and children
. . . ready-made each month!

Every month...

a new market the size of Des Moines...

but does your business get its share?

Twenty million more people since 1940 . . . now 250,000 more people each month . . . that's the rate of America's amazing growth. And your opportunity for greater sales.

Obviously, you won't find all these people in a single place. Nor has the population grown evenly throughout America's 3000-odd counties.

And yet there *is* a way to locate these potential customers, *to find just where they spend their money.*

Amazing increase—AND greatest shift —of people and sales in U.S. history

To help you put your sales figures in proper perspective with the *potential* of today's market, the J. Walter Thompson Company has just published its Seventh Edition of POPULATION AND ITS DISTRIBUTION. This is a completely new compilation of essential marketing data based on the final U. S. Census figures for 1950.

This book, the only work of its

kind, reflects the greatest shift in population and sales in our history.

What this book tells you

- Population: the number of people in all places of more than 2500. Actual shifts in population in all principal market areas.
- Retail establishments by number and type, sales volume by kinds of business for all places with more than 2500 people.
- Number of occupied dwellings, location of leading markets . . . an enormous amount of other essential data, listed, and shown on detailed maps, for every county in every state.

Far more useful and accurate than the traditional method, designation of urban markets in POPULATION AND ITS DISTRIBUTION is by one or more central cities and the surrounding territory they dominate.

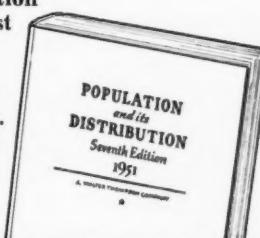
This book is an indispensable tool for those who wish to increase sales.

Make sure of your copy—write at once

To assure getting your copy, we urge you to mail the accompanying coupon at once! We will mail a copy to you—*prepaid*—for 5 days' free examination. Even a casual look will convince you of its value.

If POPULATION AND ITS DISTRIBUTION fills a need in your business, as we believe it will, remit your check for \$15, and the book—with all its possibilities for increasing *your sales*—will be yours to make the most of.

New 1951 Edition
provides latest
Census data,
arranged by
the J. Walter
Thompson Co.
. . . published
by McGraw-
Hill.



J. WALTER THOMPSON CO., DEPT. 401, 420 Lexington Ave., New York 17, N. Y.

Gentlemen: Send me the *Seventh Edition* of POPULATION AND ITS DISTRIBUTION, postpaid, for free examination. I will either remit \$15 payment in full or return the volume, with my reasons for returning it, within 5 days.

Name _____

Address _____



The Courier-Journal
THE LOUISVILLE TIMES

Owners and operators of
 Station WHAS and Station WHAS-TV
 364,123 DAILY • 293,426 SUNDAY
 REPRESENTED NATIONALLY BY THE BRANHAM CO.

HOW TO MAKE EVERY SALE "HAVE PUPS"

If you want to make more sales and bigger sales to *every* customer who comes in your store—Here's just what you and your salespeople need.



SELL— As Customers Like It

by W. E. Sawyer, Director of Education for Johnson and Johnson, and A. C. Busse, Consultant on Selling and Professor at New York University

Written in a sprightly, down-to-earth style, and illustrated with amusing cartoons that drive home the main points, this authoritative new book shows retail salespeople how to—Sell related items . . . make customers feel important . . . remember names and faces . . . use tested words and phrases . . . build good-will for your store etc., etc.

EXAMINE IT FREE!

Get a copy of this book for each department in your store—better still, for each of your salespeople. Use the coupon below.

MAIL TODAY

Funk & Wagnalls Dept. SM-152
 153 E. 24 St., New York 10, N. Y.

Please send me . . . copies of "Sell—As Customers Like It" at \$2.50 per copy. Within 10 days I will either send you my remittance, or return the book(s) and owe nothing.

Name
 Address
 City

The Kid Leather program is typical of the sort of thing the Bureau does. Given the problem of educating women about shoes, and especially kid leather shoes, the Bureau went to work, did research on the history of shoe making, visited tanneries, consulted shoe manufacturers and talked with stylists and buyers. Out of all this came a complete package going to the women's clubs which, given a résumé of the program, signed for it.

The foot study program which these clubs are presenting is called "On Your Two Feet." It contains a skit, on wise shoe buying, for club members to enact, a chairman's guide with suggestions for presentation and display, a detailed two-color wall chart illustrating how to determine good fit in shoes and a sample "take-home" booklet which the clubs may order in quantity for their members. All this costs the clubs exactly nothing. Kid Leather foots the bill for foot education!

The Bureau came into being because there was no sound or reasonable channel through which U. S. manufacturers could reach women's clubs. And it has grown because of a number of factors: Most women's clubs, being made up of housewives, find that their chairmen simply don't have the time to work up nine elaborate programs a year. And even if these individual chairmen had the time, the job of putting on a program requires taste, imagination and, often, money. Consequently women's clubs were receptive indeed to the idea of tailor-made programs which would be interesting as well as educational.

Sally Dickson, who oversees the Bureau, says that three such programs have been worked up and presented to women's clubs for Procter & Gamble Co., five for American Viscose Corp. Others who have used the Bureau's services are Bristol-Myers Co., Brand Names Foundation and Mutual Funds Institute. The latter wanted to teach women (who control so large a percentage of the country's wealth) the basic tenets of investments. The women's clubs signed up in droves for the program and the impact will be felt not only by Mutual but by other investment houses.

And why wouldn't the women's clubs go for such ideas? In the case of Kid Leather the "package" even contained three prepared talks and suggestions for procuring a guest speaker who is an authority on the subject. To dress up the meeting hall the Bureau suggested that members collect old-fashioned shoes from attics. And with the package comes a display of shoes which Kid Leather considers the backbone of a "basic shoe wardrobe." Which gives the good ladies ideas for spending papa's money. What could be nicer?



WHAT GOES ON . . . the foot is big business for Kid Leather Guild. And women's clubs are learning how to be well, and beautifully, shod

COMMENT

The Men the Boss Forgets

"I am convinced that success in management is mainly made up of doing the simple things well. I wish that the terrific urge for new methods, discernible on almost every hand, could be transformed into a desire of equal strength to do the relatively simple, day-to-day things that go into the job of management and get them done effectively!"

That quotation is from Claude F. Dunfee, CLU, who is branch manager of Great-West Life Insurance Co., in Vancouver. It appears in an article in the November issue of *Manager's Magazine*, an excellent bi-monthly paper published by the Life Insurance Agency Management Association.

Mr. Dunfee's homely but intensely practical idea has been stressed time and time again in the pages of **SALES MANAGEMENT**. It applies both to the work of the individual salesman, and to the job of all who serve as sales managers. We do not discount the value of bright new ideas . . . most businesses cannot thrive for long without them. But our bread and butter depend largely on our depth of grasp of fundamentals and how well we succeed in applying them.

Mr. Dunfee was moved to write as he did about earnest attention to ABC's because he was discussing a common mistake in supervision: that of centering too much time and attention on newcomers and trainees in the sales organization at the expense of a reasonable investment of time and attention in the group of men who represent the producing and established core of the sales force.

We think his point is well taken. We doubt if many sales managers have given conscious thought to it. The newcomers and the weak sisters do need attention, but morale is almost sure to sag among the dependable regulars if the boss forgets that they, too, need friendly counsel and encouragement.

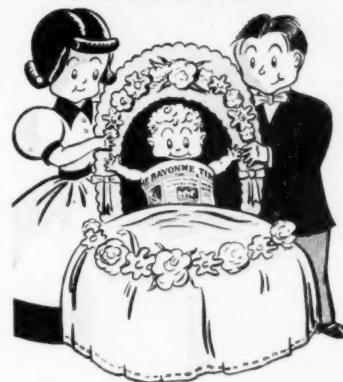
Operation Trade Secret

A typical American trait which is almost unknown in most parts of the world is the sharing of business-building ideas. We talk about ideas at our trade shows, industry conferences, and in business publications. In fact, the heart of **SALES MANAGEMENT** itself is the shared idea. Whether or not we consciously think about the general aim, we know that sharing ideas helps us to provide more and better services for the benefit of more people.

We are reminded of this fact by Operation Trade Secret, a joint venture of the National Association of Home Builders and *Practical Builder*. Leaders of this association and the editors of this business magazine gathered recently to exchange ideas. They sought to pull together the best ideas from all parts of the nation. Their aim: "To prove, without doubt, the ability and sincerity of the home building industry to produce the best housing for the American people at the least cost."

In Europe, the guildsman attitude has carried over into modern-day life. The tendency always is to hug the successful idea to the bosom. Without open discussion of the best ideas human progress is

**WE'RE PROUD OF
OUR BABY**



We're so proud of our baby, THE BAYONNE TIMES, that we want everyone to know about it—So just ask us for a copy—we'll be proud to send you one. Then you too will see why—

**"BAYONNE CANNOT BE SOLD
FROM THE OUTSIDE"**

THE BAYONNE TIMES
NATIONALLY REPRESENTED BY
BOGNER & MARTIN



It is ACTION! DRAMATIC! EXCITING! It's a RIOT! NOTHING LIKE IT FOR—
• CONVENTIONS • COUNTY and STATE FAIRS • SPECIAL ADVERTISING DEALS DIRECT MAIL and DEALER-TIE-IN ADVERTISING Rubber Money has no equal—Not only sells your Advertising message but actually "DEMONSTRATES" it in a novel way your prospects will understand. "Save Money" "STRETCH DOLLARS" is a must for all buyers. "Rubber Money" strikes home in a very unusual, effective and inexpensive way. Never fails to create "Good Will" for salesmen and dealers—in fact RUBBER BUCKS are TOPS in low cost advertising. Write, wire or phone for samples and prices. No obligation.
H. MEINHARDT & CO., INC. Dept. SM-1
4218 LINCOLN AVE., CHICAGO 18, ILL.

CONSOLIDATED
is on the move...

Temperature and humidity—always critical factors in the production of quality lithography—won't be problems in our new Nassau County plant. All air in the building is completely pre-conditioned . . . making us better equipped and better able to serve you better.

CONSOLIDATED Lithographing Corporation
1000 GRAND STREET BROOKLYN 4 NEW YORK
Soon to be at: Glen Cove Rd., East Patchogue, N.Y.



What happened to the time?

A lot of things are scarce these days.

Steel. Aluminum. Machine tools. Raw materials. So scarce, in fact, that Uncle Sam has them on a priority list.

But in American industries today, the scarcest commodity of all is...time!

With military orders urgent, with complex new weapons in the making, time is the key word of our defense program.

But there's one way a manufacturer can get a "priority" on time.

He can ship his parts and products via Air Express—the service that gets top priority of all commercial shipping services!

Air Express is first off the loading platform...first on the planes...first to arrive at destinations anywhere in the 48 states!

Whatever your business, you can profit from the regular use of Air Express. Here's why:

IT'S FASTEST — Air Express gets top priority of all commercial shipping services—gives the fastest, most complete door-to-door pick-up and delivery service in all cities and principal towns at no extra cost.

IT'S DEPENDABLE — Air Express provides one-carrier responsibility all the way

and gets a *receipt upon delivery*.

IT'S PROFITABLE — Air Express service costs less than you think, gives you many profit-making opportunities.

For more facts, call Air Express Division of Railway Express Agency.



AIR EXPRESS
GETS THERE FIRST

slowed. The typical American business leader is not a one-idea man. The development of an idea into the pay-off becomes a challenge in itself to make an improvement.

We're all familiar with the old story of two men exchanging dollar bills; each has only \$1. When two men exchange ideas, each has two ideas. If we tend to take our operations trade secrets too much for granted, perhaps we should remind ourselves of their value.

Year's Most Needless Survey

We mean Elmo Roper's survey of what the public thinks of the nation's automobile dealers. They have, to put it mildly, a bad case of halitosis. For the past six years, apparently, the dealers' best friends failed to warn them about a bad condition which offends 76% of their customers.

Most anyone who has tried to buy a new car since 1945 can cite chapter and verse on at least one infuriating encounter with an automobile dealer. We doubt that dealers really needed to make a survey, but if they wanted to gauge the depth of feeling among their customers they've got it—and got it in plain language. Here are a few choice quotes, released by the National Automobile Dealers Association:

"They can't be trusted to be fair and square."

"They'll take advantage of us if they can."

"Many need watching in a business deal."

What kind of businessman would treat a newcomer to his town "fairly and squarely?" The druggist ranked first—the new car dealer last, with only 2% feeling that the auto dealer would give a stranger a fair shake.

Said J. Eustace Wolfington, chairman of the dealers' public relations committee: "As they apply to all automobile dealers, of course, these opinions are misconceptions . . . they are not true of all new car dealers, but they represent general opinion."

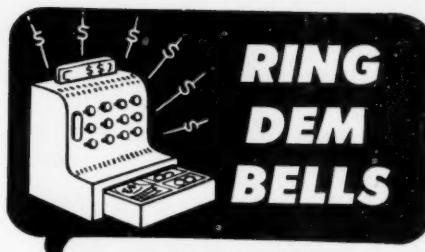
How right you are, Mr. Wolfington. Now what are dealers going to do about it?

Test Before You Promote

Industrial psychology is beginning to bring important contributions to corporate management. This is particularly true in the company that has expanded without much conscious management control over job patterns, functions, and promotions. Many such firms have awakened to the fact that at least some of their executive positions are filled with men who, being creatures of circumstance, are miscast in their jobs. In such cases a competent psychologist can analyze both man and job.

One of the most familiar problems that arises on the sales side of the business is that of the superior salesman who is promoted to a management job without any effort being made to learn, in advance, whether he has management ability. What often happens is that the company spoils a good salesman and makes a poor supervisor.

Since most of our turnover problems are centered in a salesman's relationship with his immediate supervisor rather than with the sales brass in the home office, the application of psychological analyses before supervisory appointments seems to be worthy of considerable exploration. Like aptitude tests for salesmen, psychological studies of men selected for promotion are no substitute for judgment. But companies that have learned to apply the technique intelligently have helped them to avoid many a costly mistake.



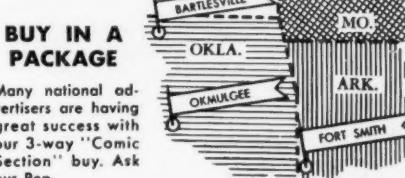
IN THESE THREE BELL-RINGING MARKETS

Yes—here are three markets where cash registers ring a merry tune when folks see good products advertised in these fine home-town newspapers. What's more — there's no influence from the outside . . . these are separate SECONDARIES. Try us, you'll get results!

FORT SMITH ARKANSAS

There are nearly a HALF MILLION people in the Fort Smith market composed of 10 Western Arkansas counties and 4 East-Central Oklahoma counties. Circulation from the OUTSIDE is nil — our papers, published morning, evening and Sunday, work from the inside and penetrate the entire area. 35048 ABC

Southwest American FORT SMITH TIMES RECORD Southwest Times Record



BUY IN A PACKAGE

Many national advertisers are having great success with our 3-way "Comic Section" buy. Ask our Rep.

BARTLESVILLE OKLAHOMA

The Bartlesville Trading Zone is composed of nearly 200,000 people. Effective family buying income is greatest of all Oklahoma secondary markets. 8809 ABC

Bartlesville EXAMINER-ENTERPRISE

OKMULGEE OKLAHOMA

The Okmulgee Trade Area is composed of over 250,000 people. Industry, oil and agriculture go to make up a market of folks who spend money.

Okmulgee *** DAILY-TIMES

Owned & Operated by
SOUTHWESTERN PUBLISHING CO.

Don W. Reynolds, Pres.

Represented Nationally by

ARKANSAS DAILIES

SOUTHWEST DAILIES

Success story board

A lesson in economics with Jimmy



Anybody here afraid of size?



You get more, dollar for dollar invested, than from any other medium —



Like the 36,000 extra customers
(in just one market—New York) for each brand
advertised on the average TV program . . .



The results? That means people.
We got millions of 'em.
For 50,000,000 viewers NBC alone offers



the biggest stars . . . programs . . .
network — the biggest opportunity for the
biggest sales results.

SIGNIFICANT TRENDS

As seen by the editor of Sales Management for the period ending January 1, 1952

CRYSTAL BALL DEPARTMENT

Comes now the time when editors are urged to get themselves 'way out on the end of a little limb; it isn't fun but we won't try to dodge the challenge.

The only reservation we will make is that all bets are off if we are plunged into all-out war.

1. All election years are "jumpy" for business, and this will be no exception. Alarms and counter-alarms will be the order of the day.

2. The Pentagon and NPA will assert themselves to a much greater extent in limiting the use of scarce materials. This will cause production cutbacks and raise costs.

3. More promotion will be needed at all levels of distribution because consumers aren't desperate for merchandise (Most of them feel they can sit it out.) and they will balk at higher prices, substitute materials, eliminate frills. So we continue to say that for most companies it will be "tough selling days lie ahead."

4. High prices and the general uncertainty about where-we're-going-from-here will tend to make people save a higher percentage of their disposable income. Savings in the third quarter of 1951 were exceeded in the past only during some of the war years. See chart.

5. Promotion costs, like all other costs, have gone up, and to buy the same volume as you had in 1951 will require a budget 10% greater.

6. The best-situated companies for building future volume will be those subject to the Excess Profits Tax, for they will be in a position to buy advertising for 18 cents on the dollar. As J. K. Lasser has pointed out, the Treasury doesn't disallow increased advertising expenditures if the spending is designed to create future business.

7. The sales volume of stores in suburban areas will continue to grow at the expense of downtown stores.

8. Good salesmen—for manufacturers, wholesalers and retailers—will be increasingly harder to find because of the draft and bids from defense industries. This will further accentuate the problem SM has been exposing these many months in "Adventures in Shopping."

9. To a greater extent than normal, there will be no such thing as a "national" sales trend except as it is a composite of conditions in hundreds of individual markets. Many cities are booming because of the erection of new defense plants, others—and important ones—are depressed because Washington is insisting upon decentralization. Subscribers are urged to study data on local markets, such as our monthly "High Spot Cities."

10. With taxpayers bombarding their representatives to do something to bring prices down, there is not much

chance that Congress will "undo" the Supreme Court decision on Fair Trade.

11. Measured by standards of most years it will be a good one for profits, but they'll be well down from 1950 levels.

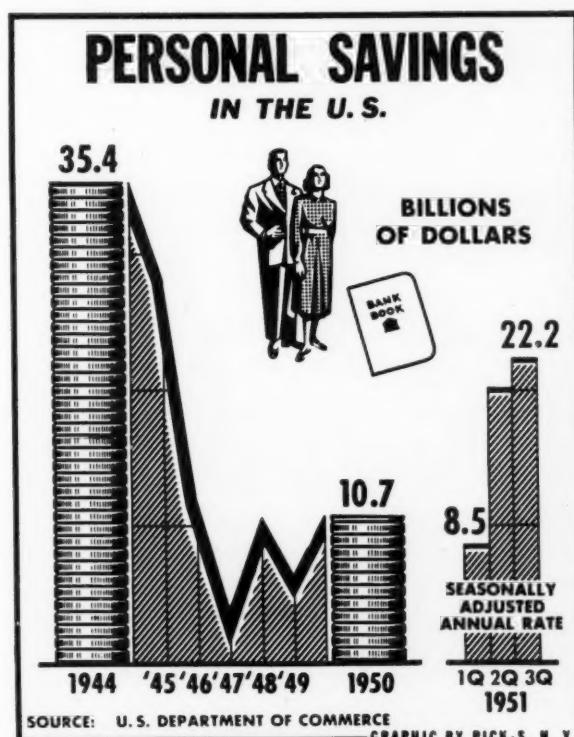
12. Inflation will be of the creeping variety—with cost of living up another 5% or so by the end of the year.

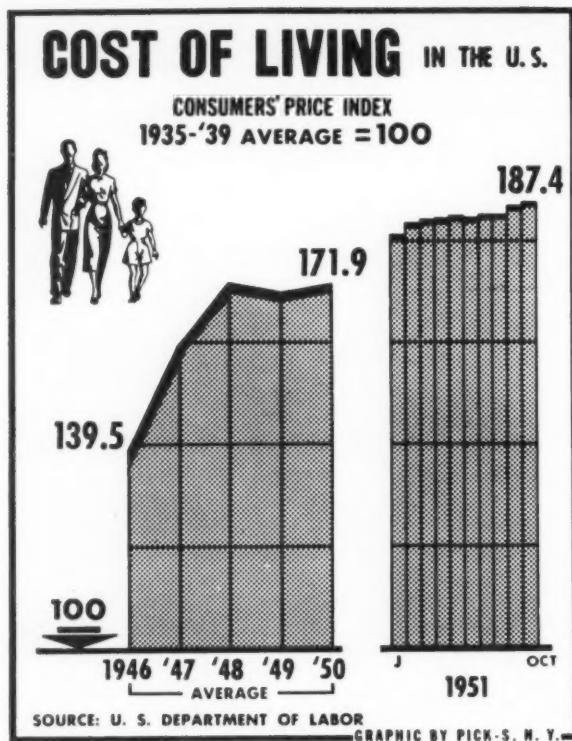
13. Disposable income, or net Effective Buying Income, will be little different from 1951, after the payment of higher taxes.

We'll stop on a supposedly unlucky number. Readers are invited to tear this page out and file it ahead to next November, at which time they can tell whether I'm still on the end of the limb or lying in pieces on the rocks below.

For a somewhat more optimistic set of predictions you are now urged to read the comment and the industry ratings prepared by a board of 300 experts. See Future Sales Ratings, our quarterly feature, page 84.

And if you would like to show salesmen, dealers or any business group what the *possibilities* are in 1952 (what we have in added population, income and savings), I recommend the 12-minute moving picture film prepared by Arno H. Johnson, vice-president and director of research, the J. Walter Thompson Co. Extra prints are available without charge or obligation, but I warn you





in advance that the demand is tremendous. Various clients of Thompson have arranged more than 300 showings. Mr. Johnson can be reached at the company's main office—420 Lexington Avenue, New York 17, N. Y. If you're program chairman of a sales or ad club, you'll make a hit with members by arranging to borrow this film.

MORE ON SALESMEN'S PAY

We promised to have Jerry Shoenfeld, our Washington editor, check up on a few details which weren't clear in the SSB regulations on salesmen's compensation.

On the use of special sales contests and prizes we pointed out that apparently they are confined to companies which had such an established practice on or before January 25, 1951 . . . The ruling means just that. A company which feels that it *needs* a contest, but never had one before, must state its case before the Board. Jerry's hunch is that the Board would be inclined to be liberal.

On everything involving salesmen's compensation the rulings allow companies to use the calendar year 1950, or the average of any three years in the 1946-1950 span. So if a company ran contests in only two years out of the five (none in 1950), it would have to apply to the Board to determine how much it could spend in 1952.

The word "special" in the ruling about "special sales contests or prizes" has no meaning. They mean *any* contest.

It's O.K. to expand a salesman's territory or to shift him to a more productive one, provided the *rate* of commission remains the same . . . And it's true that the regulation does not protect the salesman against cuts in pay.

BIG YEAR FOR MEETINGS

With the January 15 issue SM subscribers will receive the new *Sales Meetings*, to be issued quarterly as a Part II of this magazine, at no increase in the subscription price. We hope you will tell us of your reactions.

Conventions, trade shows, exhibits, sales meetings are becoming more and more important in business life for two major reasons: Expanding factories will place increasing responsibilities on the marketing end of business, and the increase in governmental participation and controls in business makes executives anxious to discuss common problems with other business men.

Then, too, mounting costs of sales travel put a premium on trying to make direct sales at booths instead of considering them only as another form of advertising.

Some 20,000 conventions were held in 1951, not including meetings held by manufacturers for their own men. Conventioneers spend upwards of \$150 million annually in hotels, restaurants and stores in both New York City and Chicago, and nearly every city is gunning for a share of this lucrative business. Orlando, Florida, with a population of under 60,000, played host to 160 conventions last year.

As I said before, I hope you'll tell us how you like *Sales Meetings*. We'll welcome particularly any suggestions for subjects not covered in the first issue.

DEPARTMENT OF SLOGANS

A New York moving and storage company puts the following lettering on its van:

Greatest Movers Since Ex-Lax

THE ARITHMETIC OF AIR FREIGHT

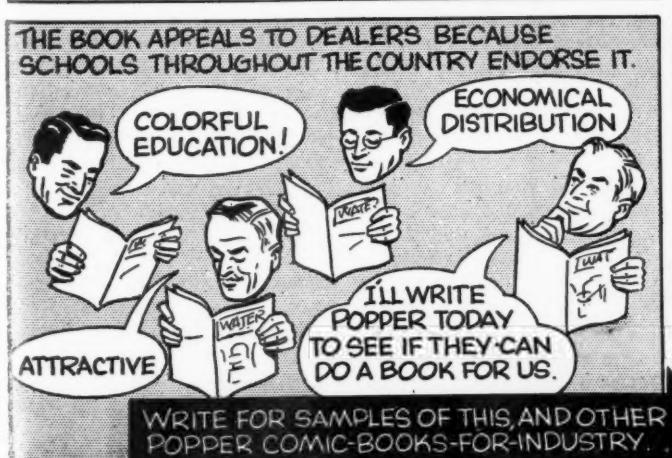
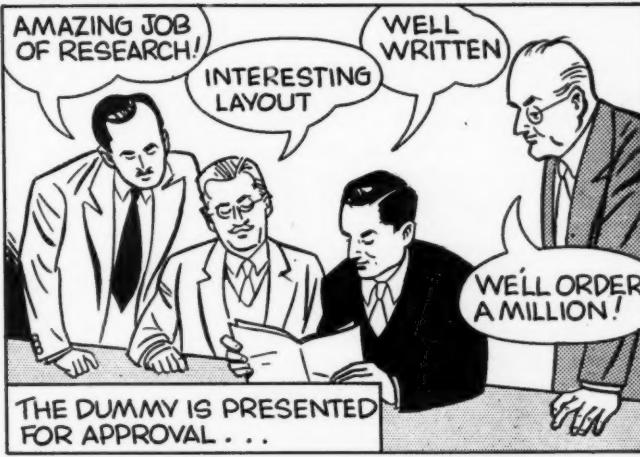
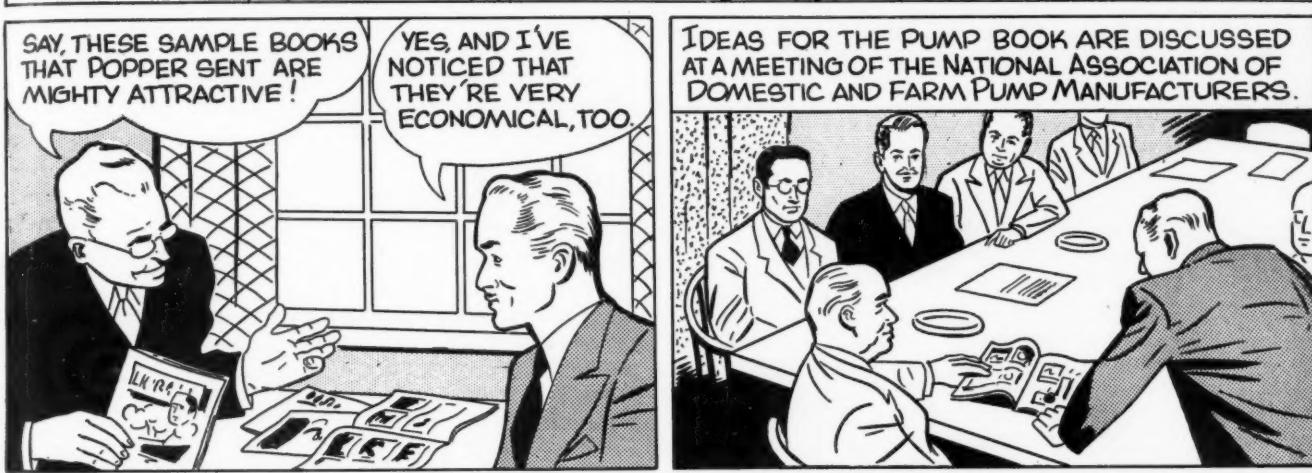
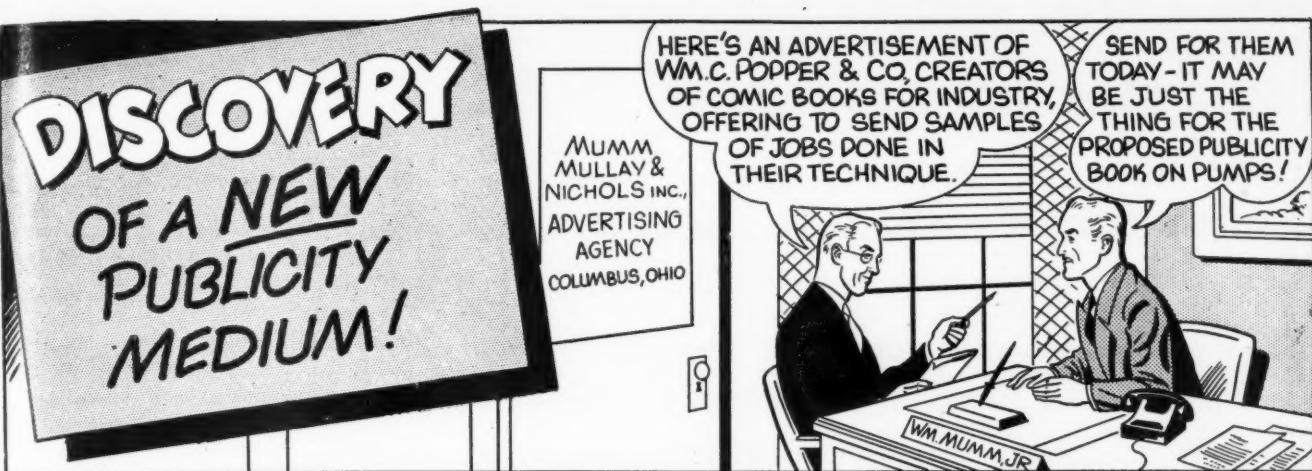
What until recently was sub-marginal land adjoining many of our big airports is now blossoming with new factories making products which can be shipped advantageously by air. Only a minority are the kind of lightweight, high-value items associated with air shipment.

"The cost of an air freight shipment to New York of a \$400 gasoline motor chain-saw is \$8, or about twice the rail freight charge," said R. P. McCulloch, president of Los Angeles' McCulloch Motors Corp. to a *Wall Street Journal* reporter, "but because a distributor can count on two- or three-day delivery by air freight, he doesn't have to place his order until he gets a firm commitment from a buyer."

"Thus he can collect from the buyer in time to pay us and take advantage of the 1% discount which we extend for 10-day payment of bills; that discount makes his net cost the same as if he got the saw by rail. In addition, he is letting us carry an inventory which he normally would have to shoulder."

Happy New Year To You All!

PHILIP SALISBURY
Editor



✓ VISUAL EDUCATION THROUGH 'COMICS'.
✓ CARTOON TECHNIQUE IN FULL COLOR.
✓ OVER 90% OF ALL INDUSTRIAL COMIC BOOKS HAVE BEEN DONE BY WM. C. POPPER & CO. SPECIAL BOOKS TO ORDER - STOCK TITLES FOR IMMEDIATE SHIPMENT FOR TEST PURPOSES. COMICS AS YOU WANT THEM FROM A CENT UP!

W.M. C. POPPER & Co.
"Color Printers Since 1893"
148 Lafayette St., New York 13, N. Y.
CAnal 6-4450 Teletype N. Y. 1-400

MINIMUM RUNS -
200M FOR
SPECIAL
BOOKS.

The Three Major Challenges For Sales Executives in 1952

BY BURTON BIGELOW • Burton Bigelow Organization

They will determine your approach to the market, your board of director's attitude toward the sales department, and the effect on net profits. Within the sales organization, they will influence your course of action on five problems.

Before the year 1952 ends, I expect that we shall have come to regard it as *a period of crisis*.*

Whether this will turn out to be a spiritual, psychological, political or economic crisis, I shall be better able to tell you a year from now. But the pattern of the ebb and flow of our major economic tides, if projected a year or two ahead, hints at changes, at the reversal of directions, the reaching and passing of peaks and the descent into valleys. And even the ancient prophesies found on the walls and floors of the Great Pyramid of Gizeh cease with the year 1952.

Whether you study the 54-year cycle of wholesale prices, the 18½-year cycle of real estate activity and construction awards, the 9-year cycle of security prices or pig iron production, or the 3½-year cycle of security prices or wholesale and retail business activity, you will find an alarming consistency of down trends.

Of course, a study of the cyclic charts will not give an absolute timing of any particular down trend, because upswings and down trends have a distressing habit of crossing up the forecasters by occurring a little earlier or somewhat later than the tight pattern of a perfect cyclic movement would indicate.

One thing, however, that such a study *will* do for you: It will tend to make you more alert and watchful and alive to what seem to be the most likely eventualities. Not being the seventh son of a seventh son, nor born with the star of prophecy on my brow, I shall avoid the risky role of prophecy and content myself with

pointing out what I consider to be the three most likely roads for the U. S. economy to take in the coming year. Each can then decide for himself which road, in his opinion, we will most probably follow:

1. We may find ourselves in an all-out defense or war economy.

Actually, the phrase "all-out defense economy" is misleading. It is neither "all-out" nor "all-defense." I doubt if at any time during the recent war there was more than 20% of our total production channeled to strictly war uses. The basic dilemma grows out of the fact that the same goods go both to meet civilian needs and war needs; the key is their final destination or utilization, and we have no way of making that separation and identification at that source point where the statistics originate. That explains why I, for one, have no confidence in comparative figures on civilian and war production.

To sales managers, the phrase "all-out war production" means either a bolstering of customary civilian demand by increasing demand from the military for his standard civilian lines, or, eventually, a conversion of his company's facilities to the production of war goods. In either case, it may mean a lessening of his usefulness in the total company picture.

2. We may secure a sudden peace in Korea, resulting in an equally sudden collapse in the public's willingness to support the Administration's present war psychology.

Should this occur, it may result in a tax strike, with a large segment of the public refusing to pay taxes at the present high rates.

"Fantastic reasoning!" you say.

Not at all. Observe how spontaneously the country responded to the recent news of a cease-fire in Korea. By 6:30 P.M. in New York, it was practically impossible to buy a newspaper. All sold out!

Observe, too, how deeply disturbed the Administration was, two days later. So much so that the President felt it necessary to "bawl out" the news correspondents and the wire services—particularly the Associated Press—for what he chose to call irresponsible reporting. Yet, who believes that the AP man acted on anything less than correct on-the-spot information from official sources. The presidential bawling-out was a feeble attempt, in my opinion, to stem the tide of public letdown which followed almost at once upon the news of the cease-fire.

Add to these symptoms of Government fright the effect upon the psychology of the taxpayers of the widespread scandals and favoritism in tax collections—and ask yourself whether sudden peace in Korea plus declining public confidence in government might not easily lead to a sudden and severe slump in business.

3. We may run into a "starvation-lag" period between the tapering-off or cessation of civilian production due to materials shortages and controls—and the time when the slack is taken up by the active production of war orders.

For example, Henry Ford II, president of the Ford Motor Co., was quoted in a recent dispatch as warning that: "There may be another 10% to 15% cut in civilian production. If that happens, we shall have to shut down some of our assembly plants. Our Buffalo plant is already operating at close to its minimum economic level." *And even Ford, apparently, does not have sufficient war orders in the active production stage to take up the slack!*

These are the three most likely possibilities for 1952, as I see the picture: (1) All-out war production; (2) sudden peace in Korea, and sudden economic collapse as a result;

*This is a condensation of Mr. Bigelow's talk before the Sales Executive's Club of New York, and the New England Sales Management Conference.

(3) a serious "starvation-lag" period between declining civilian production and "we-hope-it's-rising" war production.

Before I proceed with a discussion of the specific problems which these possible national economic dilemmas may present to the sales manager in 1952, let me sound one warning: *Reading the uncomred currently-reported statistics of our national economy does not give a true picture of what is happening.* In some cases, the uncomred figures are actually misleading.

Let me illustrate this by a few brief examples:

L. M. Demarest, of Demarest Associates, who publish the Flo-Dex economic interpretations each month, has supplied me with these interesting facts:

Flo-Dex plots current figures against a 10-year quarterly moving average called "Decade Normal," which gives an automatic correction of seasonal trend and a comparison with long-term direction.

In August, 1951, the index of department store sales stood at 267. In September it rose to 323, which looks like a gain of 56%. Correcting the seasonal factor and comparing to long-term trend, the Flo-Dex index is really down 1%.

Where Figures Mislead

Construction awards in January, 1951, showed an index of 272. In March the index moved up to 307—which looks like an increase of 35%. Correcting the seasonal factor and comparing with Decade Normal shows the dynamic Flo-Dex index to have moved down 15 points in that period.

Comparing October and November Flo-Dex monthly reports, I find that in November, five factors moved up compared to nine uptrends in October, four factors remained static, compared to six static factors in October; and most significant, in November, 17 factors turned down compared with 11 down trends in October. In many directions, business activity is not speeding up . . . it is slowing down. Rising prices and rising wages are not supported by the velocity figures. These are important movements for the sales manager to watch.

Let us now get down to cases with respect to the three problems presented to the sales manager by the three economic alternatives which have just been discussed. What are the problems growing out of these conditions? What is the sales manager going to do about them?

More and Better Planning: The first problem is increased economic uncertainty. The remedy that lies closest to the sales manager's hand is more and better planning.

We need better *distribution* planning; better *sales organization* planning; better *quota estimating*, which is an important kind of planning, and, particularly, sales management needs better *expense* planning.

Planning can be defined, from one standpoint, as *the process of making most of your mistakes on paper and in advance*. Most good salesmen dislike to plan. Good sales managers are compelled to plan—or they won't be called "good" very long!

Shortage of Technical Sales Manpower: Whether we experience a creeping conversion to war production, or a galloping one, it is fairly certain that sales managers of technical companies will face a growing shortage of sales engineers and the technically-trained men who customarily comprise the manpower pool out of which prospective applicants for sales engineering jobs are usually drawn.

If increased recruiting activity doesn't meet the 1952 needs, it will be wise for the sales manager to re-examine his whole sales manpower problem in the light of today's selling needs.

Let him ask: "Do we really need a whole staff of technically-trained sales engineers today, or can we sell as well—or perhaps *better*—with an ordinary staff of commercial-industrial-type salesmen, bolstered by two or three technical sales-service specialists?"

In the early days of a technical product—those days when educational-pioneering type selling is to be done, when the task is to sell the *idea* more than the product—technical salesmen are essential. But as the product becomes better known, and the educational-pioneering stage of selling is largely past, when the task is to sell the product in a competitive market—then the high-price skills of the technical salesman may no longer be needed.

In 1952, it may be quite timely to re-examine your sales engineer's job specifications. Dig in and determine how often real technical knowledge—of a kind not teachable to commercial-industrial-type salesmen—is now needed. It is possible for many industrial companies to get along as well or better with a staff of less-costly and more widely available salesmen than to continue the practice inaugurated many years ago of

having only technical men on the sales staff.

Shortage of Man-power Managers: Regardless of which way the economy goes short of all-out war, there is likely to be a shortage of sales manpower managers. Effective field supervision is still an almost-forgotten function in sales management—and managers who can really manage men are scarce.

When a new manager is needed suddenly (Strange, isn't it, that the need is always sudden and unexpected?) the easy way out is to abstract the best salesman in the district and promote him to manager. His intrinsic managerial abilities are seldom evaluated before promotion; he is given no managerial training. Such a policy frequently loses the best salesman in the district and gets the company its poorest district manager.

If I were a sales manager faced with this problem (and what sales manager isn't?) I would institute two long-range programs to remedy the dilemma.

1. I would test the whole sales force for intrinsic managerial abilities.
2. I would immediately institute a modern and thorough management training program, giving my managers at various levels a grounding in modern methods of recruiting, interviewing, hiring, indoctrinating, training, starting, supervising, leading and evaluating the performance of their salesmen.

Do it by mail, if necessary, or use tape or wire recordings. Train the managers first; then train the most promising managerial prospects as revealed by the tests. Put these potential managers into a tentative "Managers of Tomorrow" group. Thus would I get a greatly-improved team of current managers and provide a pool of at least partly-trained men for tomorrow's management openings.

Demands for Increased Sales Compensation: The current "We've-got-to-have-more-money" psychology is so widespread and has attained such momentum that no sales department can hope to escape the on-rolling tide. Difficult, even critical, sales compensation problems loom in almost every line. Even companies that have recently revised their pay scale will face requests for raises.

The compensation problem in 1952 is greatly complicated by the reluctance of profit-squeezed and tax-burdened managements to grant increases in costs of selling. It is fur-

ther complicated by the necessity for meeting the legal requirements of the Wage Stabilization Board.

I recommend a program which experience shows is most likely to meet all three of 1952's pressing requirements: The demands of salesmen for more "take-home" money; the reluctance of top-management to increase percentage sales costs; the general philosophy of the Government's wage stabilization authorities.

The recommendation is radical, but effective: Don't merely *tinker* with the *externals* of your compensation plan. *Revise* it, from the ground up, on the basis of these four steps:

1. Build a scientifically-determined set of sales potentials on a county-by-county basis.

2. Re-allocate sales territories so as to divide up your total sales potential equitably between salesmen—so that each man has roughly the same potential as every other man. (This is more easily possible than you may think if you have never attempted a systematic territory re-allocation on the basis of properly-computed potentials.)

3. Verify the accuracy of the above steps by a determination of the total work load, in terms of duties to be performed and total hours required.

4. If your selling requires traveling, still further verify your allocations with a careful determination of the travel load.

What to Tell WSB

A scientifically-determined *equalization* of sales opportunity as expressed in sales potentials, plus a carefully-computed equalization of each individual's work load and travel load, enables you to present to the Wage Stabilization Board a comprehensive, fact-based, unprejudiced equalization program of your own, backed by common sense, logic and sound mathematics. Such a program offers the minimum threat to added inflation. Such a plan gives the Board's staff a sound reason, fully documented, for approving your sales compensation request.

Such a revision is likely to improve morale, reduce suspicions of favoritism, encourage systematic effort on the part of the salesmen, cut down lost motion and, in the end, add very little to the percentage cost of producing sales.

One word of warning, however: Such a project is a major undertaking involving fact-gathering, perhaps a change in work-pattern and job specifications, and certainly involving hundreds of thousands of carefully-

checked calculations. Even if you are staffed for it, allow five to six months to get the plan ready to submit to the Board, sufficient time for Board action and revision, and then two to three months for introduction to the sales staff.

The forehanded sales manager will have such a plan ready in the top drawer of his desk before the demands are made upon him. It's easy to change the details of a sound basic plan to meet the current necessities. It can be done in two weeks. It is much superior to any hastily-contrived revision forced upon the sales manager by "unmerciful circumstance."

Negative Attitudes of Top Management toward Selling: Unless business goes into a slump in 1952, and sales are badly needed, the sales managers of companies headed by ex-financial men, ex-production men, ex-inventors and ex-lawyers can count on the development of an increasingly negative attitude on the part of top management toward selling and the sales department.

That sounds cynical. But for 30 years I've stood in the mid-point between top management and sales management and I've learned—really learned—what many men in top management think about selling.

Many of these non-sales-minded top men regard selling as a sort of modern fungus growth, like the barnacles on the hull of a ship—something to be "scraped off" at the first opportunity. War production—or even the threat of it—is just the chance they've been waiting for.

Inventor-managers particularly resent selling and salesmen. "Why should anyone have to *sell*—push, peddle and promote—these marvelous mechanisms of mine? *They ought to sell themselves!*"

There you have it—the secret is out—*merit ought to sell itself!*

These top men really believe that. They are the innocent and believing victims of the most famous falsehood ever perpetrated upon the business community—that erroneous but epic epigram about the mouse trap, given currency for the past 45 years in the writings of Elbert Hubbard. His version ran like this:

"If a man can write a better book, or preach a better sermon, or make a better mouse trap than his neighbor, the world will beat a path to his door, though he build his house in the woods."

There has been a long (and still unsettled) controversy as to who really authored that pithy paragraph—

Emerson or Hubbard. Knowing the value of mystery to keep the argument alive, Hubbard was careful never to settle it. Once he seemed to confess, in a sort of left-handed way, that he wrote it and signed Emerson's name to it, to make up for all he had stolen from the Concord sage. "This," kidded Hubbard, "is known as 'kabojolism,' which is the opposite of plagiarism." Hubbard kidded about it a lot, but so far as I can find, he never lifted the veil. The truth is this: Emerson gave first birth to the general thought; Hubbard re-phrased it in his trenchant Anglo-Saxon and gave it his characteristic epigrammatic snap and zing. You will find Emerson's original version in "The Heart of Emerson's Journals" by Bliss Perry, dated February, 1855, (Mark the date—it's important.) headed "*Common Fame*." Emerson's paragraph read:

"I trust a good deal to common fame, as we all must. If a man has good corn, or wood, or boards, or pigs to sell, or can make better chairs or knives, crucibles or church organs, than anybody else, you will find a broad, hard-beaten road to his house, though it be in the woods."

Elbert Hubbard's Fallacy

The thought which Emerson inspired, Hubbard condensed and crystallized. By omitting the date and leaving out the agricultural flavor, he begat into twentieth-century being an economic fallacy which was not a fallacy the way Emerson originally said it and applied it to the agricultural economy of the U. S. of 1855, almost a generation before our great industrial expansion began.

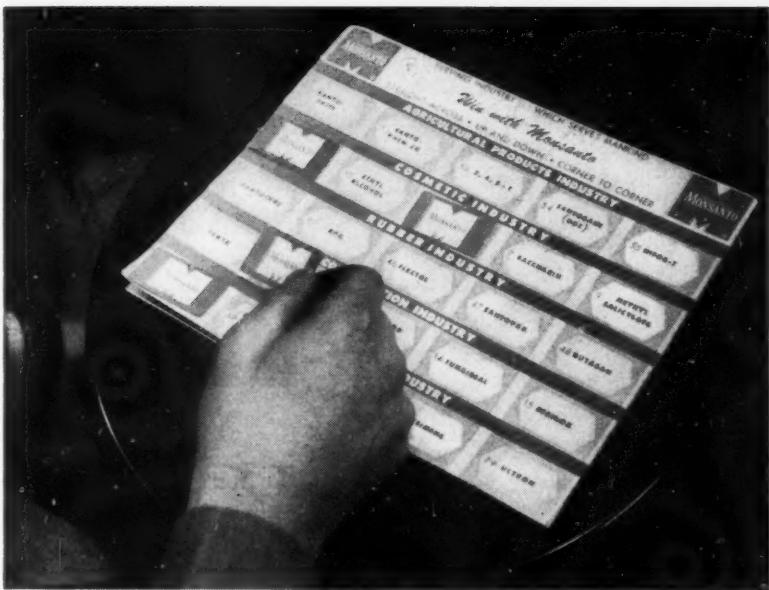
But it isn't true any more—not even about those natural products of the land, and it never was true about manufactured goods beyond the "sell-your-neighbor" stage of distribution.

Observe that Emerson was talking about "common fame"—that is, "reputation." And in 1855, reputation was a highly local, limited force. It would not have supported a big factory and certainly not the mass production era of the 1900's and since.

I hope that this historically-accurate, fact-based demolition of the mouse-trap fallacy will serve as source material sufficient to lay that distorted and misshapen utterance in its final tomb.

Many a non-sales-minded producer with a good product has gone broke believing that nine-lived lie, and even today, it still is quoted to prove that advertising and sales power are not

(Continued on page 86)



FIRST PLAYER to cover any five blocks is the winner—he calls out "Monsanto!"



FIFTEEN PROSPECTS for Monsanto's 500 products can play the game at one time.

Bingo Packs 'Em In

An old idea which has entertained millions is the basis for Monsanto's "Chem Game." It's an intriguing trade show device to acquaint both top management and engineers with curiosity-arousing data on multi-use chemicals.

The crowds at Monsanto Chemical Company's exhibit left competitors buzzing with surprise. From 11 A.M. to 10 P.M., Monsanto prospects—presidents, plant engineers, and technicians—vied for one of the 15 seats in the exhibit and the right to play "Monsanto Chem Game," which is a direct steal from bingo.

The place: New York's Grand Central Palace and the 23rd Exposition of Chemical Industries. The audience: 46,700 people from all parts of the nation who are concerned with some phase of chemicals. The Monsanto sales problem: How to win the attention, for more than a glance, of a large audience which was ex-

posed to 450 exhibits on four floors.

Prospects for Monsanto's 500 chemical products range from top management people concerned with the pay-off in profits to technicians involved in engineering details. Neither type of prospect, Monsanto has reason to believe, is aware of all of the company's products and what they could mean to users. How, then, could Monsanto, quickly and subtly call to the attention of a sophisticated audience details of its products? "Monsanto Chem Game" was the natural answer.

Monsanto's player-prospects made these moves:

How It Works

1. Each player received a Chem Game card. The card was divided into five horizontal rows. Each row was headed with the name of a typical industry in which Monsanto products are used. Names of five Monsanto products were placed in squares beneath each row. Under the "Rubber Industry" heading, for instance, a player would find Flectol, Santovar, Butasan, Santowhite and Santocure.

2. To go with each player's card was a set of cardboard cut-outs bearing Monsanto's name.

3. A game director, reaching into a huge glass fishbowl, would pull out a cardboard piece which matched one of the squares on the Chem Game card. If the game director fished out card number 49, for example, he would call: "Rubber Industry . . . Santowhite . . . number 49 . . . what makes white-wall tires white? Monsanto Santowhite, another product for the rubber industry."

(Each card contained a similar message. Accordingly, Monsanto had the opportunity to continuously call out to players—and on-watchers—a little sales promotional message. The "commercial" was an integral part of the game and there was no feeling of "talking up" or "talking down" to prospects—be they presidents or greenest chemical engineers.

4. A player lucky enough to have the Chem Game card with Santowhite under Rubber Industry would cover that square with his cardboard cut-out. The first player to completely cover any vertical, horizontal or diagonal row of five chemicals was the winner. He called out "Monsanto."

Each game took less than five minutes to complete. An average of eight games per hour were played. The prize was a twin set of playing cards in an attractive holder.

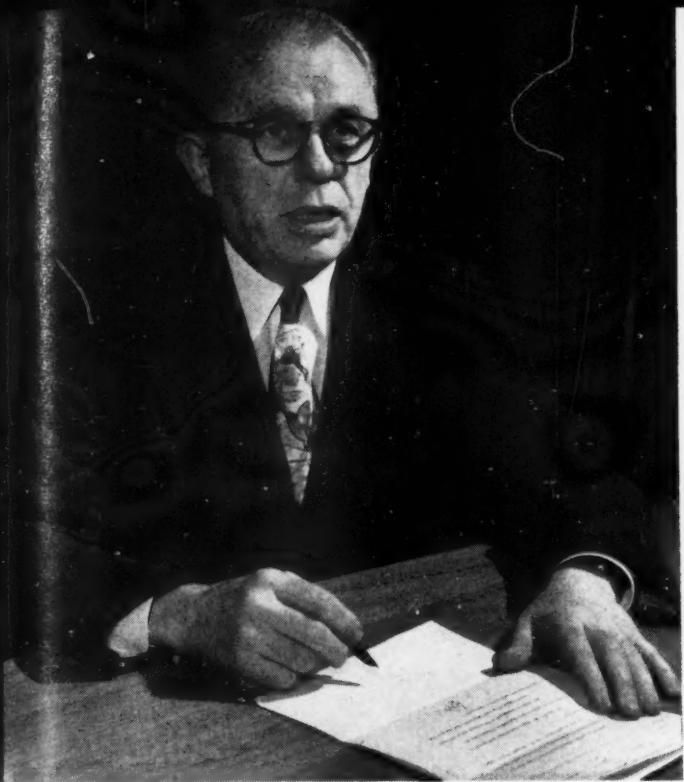


THE THREE DIMENSIONAL CAREER . . . Charles H. Silver has been made head of all the sales departments of that giant, American Woolen Co. No one in his field need be told why. But to outsiders the easiest way of summing up Charlie Silver is to say that three dimensions have guided him: complete loyalty to his company, cooperation with those associated with him and the personal approach to his customers. He started with American Woolen in 1903, a salesman for one of the distributors. Four years later he became directly connected with the company on its sales staff and, eventually, mill styler in the Women's Wear Department. By 1920 he had complete charge of the department and in '29 he was appointed general sales manager. Later he was made v-p, continuing as g.s.m. No matter how crowded his time schedule, he'll steal ten minutes to see a customer personally. Consequently he knows what's happening outside, is handed merchandising and personal problems to solve for even the smallest customers. He'll never be too busy, either, to keep up with his outside civic interests which are as broad and non-sectarian as he himself.

BY HARRY WOODWARD

"HALF OF IT'S ON A PULLMAN" . . . That's the way Raymond E. Olson explains his life. The thoughtful (but dynamic) new president of Taylor Instrument Companies is a crusader in the dairy instrument field for anything that makes the farmer's life easier and better. Consequently he's no desk man. Rather, he spends a whacking amount of his time traveling . . . to the companies' offices . . . in the field . . . to learn at first hand what the dairyman needs. And he's no arm-chair philosopher. The dairyman who hooks up with Ray Olson has grabbed hold of a live wire: Olson holds 23 patents, 13 of them in the dairy instrument field! The important Dairy Industries Supply Association chose him to be its president during '49 and '50. DISA is one of the largest trade organizations in the U. S., and a guy like Olson would normally be just a "layman" to its members. Ray Olson is the seventh president of a firm which was founded in Rochester 100 years ago (this year) to make thermometers and mercurial barometers. He joined the firm in '17, became manager of its important Application Engineering Department a decade later. In '45 he became general sales manager. He was primarily an engineer. But he knew what he was selling and he knew the need for selling it. And it's logical that today he sits in the president's chair. Or he sometimes sits.





They're in The News

MORE PEOPLE HAVE WORRIED . . . Paul Hill is Nesco's new v-p for sales. For years people have been calling him on the telephone and asking, "Are you happy, Paul?" They hope he isn't. For the voice on the other end is usually someone who wants to give Paul a job. Paul is Mr. Fixit himself. He's a straight-

ener-outer—got that way after years of door-to-door selling, as a supervisor of same, as a store manager, a sales promotion manager, a sales manager of outside selling groups, a sales promotion manager on the distributor level, a sales manager and general manager—mostly in and around Scranton. From '31 to '40 Paul served Westinghouse Manufacturing Co. After that: American Industries Management Co., holding company for 13 other companies. Then came Schick, Inc., Bigelow-Sanford and Mengel Furniture Co. He went to Nesco last January as director of sales. Nesco manufactures electric appliances, metal housewares, steel barrels, stoves and a lot of other things—more than you can shake a stick at. And Paul, thank you, is *very* happy.

THE SAILING TECHNICIAN . . . Socony-Vacuum Oil Company's Paul V. Keyser, Jr. likes to spend his summers on the briny. For a little while each year Socony's new general manager of domestic marketing forgets that if everyone reverted to sailing—as he does—his company would lose a big hunk of market. Essentially Paul Keyser has just the sort of technical mind, tinged with a touch of the romantic, that is perfectly suited for the important work he does. He came out of MIT with a B.S. and his master's degree in chemical engineering, went to work for Socony in 1930. His first job was in the Technical Service Department of Socony-Vacuum Laboratories in Brooklyn, where he worked on specialty and process products. He became assistant manager of the department in '37, manager in '38. Later he was manager of the Research and Development Department at the labs in Paulsboro. Keyser was born in Washington, D. C., today lives in Douglaston, L. I. There he keeps his boat, enjoys working on it (He even built one of his own.) and teaching daughter Kathi some new sailing twists. Under his tutelage she has become a good enough sailor to win two trophies at Shelter Island!



More Sales Skill Behind The Retail Counter: J & J Helps Build It

Sales increases as high as 300% are being rolled up in chain and independent drug stores where managers and salespeople enroll in Johnson & Johnson's Home Study Sales Forum. A smash hit, it's rolling like a circus train.

BY A. B. ECKE

A Home Study Sales Forum training program, initiated by the Education Department of Johnson & Johnson, is proving its worth in the company's long-range project to improve the efficiency of retail drug store sales personnel. More than 12,000 salespeople in independent and chain drug stores are now participating in it . . . increasing sales efficiency in some stores as high as 300%.

More than that . . . it has set a pattern for other major manufacturers—not only in the drug industry but in other fields—to follow the lead and fulfill their obligations to the retailer by making available similar information on their own products. Letters from leading companies are coming in to Johnson & Johnson management asking for a detailed outline of what is being done. Deans of colleges and universities are enthusiastic about it and are requesting that the basic materials of the course be made available to them for use in their schools of business administration. In short . . . it is one of the best detailed and tested training programs in retail selling and gives promise of helping the drug retailer solve one of his most difficult problems.

One Way to Lower Costs

According to a recent reliable report of drug store operating costs, 55% of fixed overhead charges represent salaries paid to store employees. A potent point of this statement is that, whereas fixed overhead cannot be reduced, its effect on total drug operations can be reduced in only one way—by increasing sales.

We would like to make it clear that this is not an indictment of store

personnel, nor is the training program discussion a criticism of retail store employees. It is as much to the advantage of a salesperson to learn the fundamentals and techniques of proper and effective selling as it is to his employer. They together represent a team to make the operation of a drug store a successful one. Otherwise both are affected adversely.

Additionally, a recent Willmark Service System survey indicated that, with one exception, drug store salespeople have been less effective than any other class of retail salespeople. This is because the professional products the drug store sells frequently require professional knowledge to sell them properly. Salaries, in the last six years, have constantly increased . . . but unfortunately selling efficiency during the same period of time has constantly decreased.

Johnson & Johnson recognized this trend several years ago when it initiated research for a long-range program which had but one objective in mind: to make drug store selling more effective.

As part of this program, Johnson & Johnson produced and, in 1949, presented to the drug trade of America its first motion picture, titled "Sell—As Customers Like It."* This sound film was designed to help retail salespeople in learning and practicing the six basic principles of tested selling techniques and to help train them to be better salespeople.

Here are the six principles upon which the film and the subsequent training program are based:

*See "J & J Trains Retail Drug Salespeople to Sell . . . As Customers Like It," SM, May 20, 1949, page 82.

1. Treat customers as eye-minded buyers.
2. Treat customers as brand-conscious buyers.
3. Ask questions that reveal the whole story.
4. Give product information along with the product.
5. Help customers save money.
6. Make customers feel welcome.

A further step in this over-all program is a booklet titled "Know Your Sales People," in which a SET program (for Sales Evaluation and Training) is laid down for drug store operators. This is nothing more than a simplified evaluation program based on one year's confidential study made as part of the over-all program to help owners and managers of drug stores in making their sales personnel more effective. It was prepared with the help of a committee of retail druggists and the Evening Extension School of Business, City College of New York, Robert A. Love, director.

This booklet is a guide to assist the drug store owner or manager in the selection and training of his personnel. It is not intended as a substitute for the services of trained personnel who may be needed where a large number of salespeople are employed and professional assistance is required.

Personnel Help for Managers

The principles presented in the SET program are basic to the improvement of salespeople — through careful recruitment, continuous evaluation on the job, and a definite program for development of each salesperson. It is pointed out that "the application of these principles depends on how well you, Mr. Druggist, Know Your Sales People."

The SET program, which has been acclaimed by every segment of the drug industry, including retailers, wholesalers and pharmacy schools, is a program which can be put into effect immediately in any drug store.

The booklet is not for general distribution but is limited to drug store owners or managers, to whom Johnson & Johnson representatives personally present "Know Your Sales People," and then only if the druggist indicates that he is actively interested in putting a SET program into operation in his store. Not only does it emphasize to the druggist the importance of individual salespeople in over-all store operation — it provides a specific evaluation check list with which to score each employee's present performance and bring to

right areas where he can improve.

To make certain that the right man is put in the right job, a program for hiring new employees is outlined. The druggist receives information on details such as where to look for prospective employees, use of an application form, how to interview, the value of references. Both evaluation check lists and application forms are available free of charge from Johnson & Johnson.

The responsibility of training both old and new employees belongs to the druggist, whose job is to teach, to demonstrate, to supervise, to encourage, and to follow through. During working hours he can emphasize the importance of merchandise knowledge, successful selling approach to customers, merchandise display, his own store system and housekeeping, and customer good will. In "after hours" training meetings he can discuss more general subjects, such as basic counter selling techniques, how to demonstrate specialty items, counter displays and their rotation, how to build store promotions which tie in with national advertising campaigns. In all phases of training, he is urged to take advantage of the materials made available by his

Right vs. Wrong: Dress, personal grooming, makeup, posture . . . they're all important parts of a pleasing sales personality. These models, Miss Wrinkle and Miss Twinkle, appeared at a Cunningham training session.



EVALUATION CHECK LIST FOR IMPROVING YOUR SALESPEOPLE

SCORE salespeople numerically: *Good, 3 points . . . Average, 2 points . . . Poor, 1 point.*

WHAT ARE HIS PERSONAL CAPACITIES?

1. How is his appearance?

Clothing.....
Hair.....
Hands.....
Personal mannerisms.....

Score

2. What is his attitude on the job?

Is he enthusiastic and cheerful?.....
Does he cooperate with others?.....
Is he interested in his work?.....

3. What are his personal attributes?

Is he trustworthy?.....
Is he a self-starter?.....
Is he well-mannered?.....
Is he temperamental?.....
Does he follow through?.....
Is he resourceful?.....

WHAT ARE HIS SALES CAPACITIES?

4. Does he know how to sell?

Does he express sales ideas clearly?.....
Does he try new demonstration angles?.....
Does he know the merchandise facts?.....
Does he give an impression of sincerity?.....
Does he really like his customers?.....
Does he miss trade-up sales?.....
Does he know how to keep stock?.....
Can he handle difficult sales situations?.....
Can he make a window display sell?.....
Can he make a store display sell?.....

TOTAL.....

55 or more means:

GOOD (the good salespeople must be encouraged to help the average improve; in teaching others the GOOD ones will become BETTER)

Between 40 and 55 means:

AVERAGE (An opportunity to improve his rating)

Less than 40 means:

POOR (This man needs your personal help)

... THIS CHECK LIST WILL PAY OFF ONLY IF YOU USE IT REGULARLY

There are many more complicated rating systems available. BUT you can make this simple check list profitable to you and to your store . . .

IF . . . you treat it as a *stimulator* and not as an employee critique.
. . . you check each employee against the list two or three times a year to measure his improvement (and do it without looking at his previous checkings).
. . . you realize it is a sure way of making every employee a better worker for a better salary.
. . . you weigh carefully each employee's personal capacities against the demands of his particular job.

AND IF you begin by using it now . . . as a basis for your

Sales Evaluation Training Program

From the Manager's Manual: It's title is "Know Your Sales People." It deals with three basic principles in sales personnel improvement: careful recruitment, continuous evaluation on the job, and a definite program of development for each worker. The chart and facing page copy shown and quoted here are typical of the practical approach in evaluation checks.

wholesalers, manufacturers and associations.

The SET program, although it establishes the need for training, does not actually put into the druggist's hands training material. To satisfy the drug industry's need for improvement and to carry SET out to its logical conclusion, Johnson & Johnson developed and completed, in January, 1951, the Home Study Sales Forum for retail drug sales personnel, another important step in the company's long-range project.

In most cases druggists are understandably reluctant to spare personnel for any sort of training program that takes them off the job. Employes are equally reluctant to devote too many of their free hours to such programs. The Home Study Sales Forum attempts to strike a happy medium by arranging a program so flexible that it can be completed with a minimum outlay of time, both in the drug store and at home.

The Program Plan

For instance, the program breaks down into three product groups of three lessons each. The product groups are (1) Surgical Dressings, (2) Baby Products, and (3) Elastic Goods, Foot Products, Dental Floss, Medicated Plasters. This makes a total of nine discussions, each of which is brief and informative. While for each major group, product history and general information are covered, most of the discussion is devoted to product information in particular, which easily can be translated into consumer benefits, and suggestion or related item selling is stressed. Each discussion closes with a series of 10 questions, the answers to which can be found in the text. Each individual discussion and its questions and answers can be completed in approximately a half hour.

An effective cartoon treatment is used throughout. Here Johnson & Johnson borrowed heavily from the experience of the Armed Forces, where it was found that text, unillustrated, regardless of how interestingly it might have been written, frequently went unread. These humorous cartoons are used as teasers and serve to point up product information because their captions are always related to consumer benefits.

Obviously the product information in the Home Study Sales Forum relates to products Johnson & Johnson manufactures. Nevertheless, the principles illustrated are so basic to selling generally that they easily can be applied to other products.

Before releasing the Home Study Sales Forum nationally, Johnson & Johnson conducted test programs in Washington, D. C., Richmond, Va., and Detroit, Mich. The programs in Washington and Richmond were sponsored by local wholesalers and drug associations. Here an initial meeting for all participating salespeople was held. Individual discussions were then distributed—one a week. At the close of each major product classification, another group meeting was held to review the products already discussed and to introduce the new group. This made a total of four meetings, the final one of which was in the nature of a general review and graduation exercise. At this meeting a certificate, signed by G. F. Smith, president of Johnson & Johnson, and the president of the local drug association, was presented to each salesperson who completed the course. Responsibility for follow-through on these programs was delegated almost entirely to the wholesalers and their salesmen.

In the Detroit area, the Cunningham Drug organization, largest chain in the Middle West, participated in the test. Here the course was set up by working through Cunningham's own personnel department. Because Cunningham stores are spread geographically over a rather large area, Cunningham designated a key salesperson in each store as a trainer. These trainers attended the initial group meeting where the program and its goals were outlined to them. It then became their responsibility not only to recruit in their own stores other applicants for the course, but to follow through on all phases of the program, including the maintaining of interest, etc.

This trainer device was extremely successful since, on the average, each trainer was able to recruit four other salespeople.

The Results

Johnson & Johnson had no means of authentically evaluating the results of the Home Study Sales Forum in areas where the wholesalers were responsible for the program. In the case of Cunningham, however, use was made—by the Cunningham Drug organization—of Willmark Service System. Willmark, which periodically rates Cunningham employes, came up with the following results at the close of the program: Suggestion selling increased in the Merchandise and Cigar Department 200%, in the Drug Department 84.6%, and in the Cosmetic Depart-

ment 88.2%. In addition, Willmark reported more perfect ratings of 100 points for individual salespeople than had ever been scored before. C. B. Larsen, executive vice-president of Cunningham Drug, attributed these increases directly to Johnson & Johnson's Home Study Sales Forum.

Cunningham's reaction to the program also served to validate one of Johnson & Johnson's objectives in its over-all program, which was to set a pattern for other major manufacturers to fulfill their obligations to the retailer by making available product information on their own products. As *American Druggist* points out in an article devoted to the Cunningham program in its September, 1951 issue, "the Cunningham management also is hopeful that other manufacturers will furnish instruction material and particularly product information that will fit the pattern already successfully tested."

Reaching the Independents

Drug chains that initiated Johnson & Johnson sales training forums of their own at a later date had substantially the same experience that Cunningham had. Skillern & Sons, Inc., Dallas, Tex., one of the leading chains in the Southwest, reported, in the 30 days following the completion of the training program, a 300% increase in perfect employe ratings as recorded by Willmark. Here again, Skillern management attributed this increase in sales efficiency directly to the Home Study Sales Forum.

Because, numerically, independent drug stores outnumber chain organizations, the program had to be geared so it could easily be operated at the independent, individual store level. The various tests gave Johnson & Johnson valuable information to help further this aim. For one thing, the tests proved conclusively that the success of the training program depended on how carefully and thoroughly it was administered and followed through. Also, Johnson & Johnson found that the program could not be thrust on retail salespeople. When salespeople voluntarily participated in the program, almost without exception results were better. This does not imply that management should make no effort to "sell" the program to their sales help. On the contrary, the success of the program was in direct proportion to the success management had in selling the program to their employes.

It was further discovered that, for independent store operation, a program had more chance of being suc-



**OVER \$42 BILLION:
Another Boom Year For
FARM FAMILIES**

**...AND IN 1952
Farm Income Will Be
EVEN GREATER**



Farmers earned \$5 billion more last year than in prosperous 1950. Average 1951 income for our 5.4 million farms exceeds \$7,800 per farm. But take a look at the better half!

Our top-half farms consistently get 90% of all farm income, averaged a whopping \$14,000 plus per farm in 1951!

FARM OUTLOOK FOR 1952

Farm families will earn more, be even better customers, this year. Federal agencies are calling on them for a still greater output of food and fiber in 1952 to meet all-time high demand...

- More raw material for defense industries.
- More food for growing military forces.
- More civilian mouths to feed — U.S. population is increasing 2 million yearly.
- More money for food — consumer incomes continue upward.
- More people eating more — food consumption per capita is already 13% above prewar.
- More people eating better — Americans are steadily upgrading their diets.
- More farm products for our friends abroad.

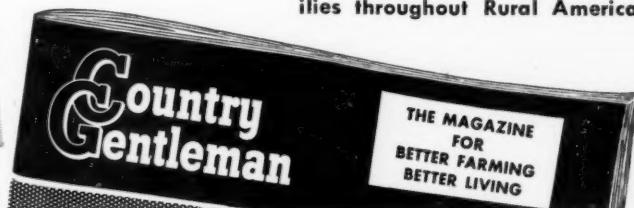
These upper-half farms are largely responsible for a major marketing fact: *Rural customers spend every third dollar at retail in America!*

And it is among these upper-half families that *Country Gentleman* concentrates its 2,300,000 circulation.

That is why dealers in every basic line say: "Country Gentleman helps me most to sell my best rural customers."

That is why business places more advertising in *Country Gentleman* than in any other farm magazine.

**Read more, used more, liked more
by 2,300,000 prosperous fam-
ilies throughout Rural America.**



cessful if, chronologically, it took less time. Also, on an independent store level, where all of the participating personnel saw each other regularly in the natural course of their work, the program required less in the way of group conferences. Additional interest was generated when the store management offered some sort of reward for the successful completion of the course, over and above the certificate furnished by Johnson & Johnson.

After compiling and analyzing this information, Johnson & Johnson was able to set up a standard group of suggestions to cover programs for independent store level operation. This suggestion list reads as follows:

1. Two conference meetings should be held—an opening or introductory meeting and a closing or summarizing conference.

2. Store management should participate in the program along with the employees. This not only serves to highlight to the employees the importance management attaches to the program, but it also serves to give product information to top management, who are frequently uninformed about many of the products sold in their stores. Additionally, by acquainting management with the course proper, it makes control and follow-through a great deal easier.

A Practical Time-Schedule

3. Salespeople can and will complete three discussions (or one whole product group) in two weeks. This means that salespeople are devoting just an hour and a half of their own time in each of three two-week periods, making a total of four and one-half hours in the six weeks the course runs. On this point Johnson & Johnson is not arbitrary. Individual store management can determine for themselves what period of time can best be spent on the program. It has been found, however, that the suggested time plan is the one most generally used.

4. Informal discussions and reviews between salespeople and management should be encouraged in lieu of the interim conferences that characterize the test programs. Here again, if individual store management wants more formalized meetings, it can be arranged at their own discretion.

5. Use of the store bulletin board for pertinent product information should be encouraged.

6. Some form of award in recognition of the salesperson's completion of the Home Study Sales Forum should be made by store management.

This need be nothing more than a carton of cigarettes, or something similar. It does serve to indicate appreciation on management's part of the personal time salespeople have devoted to the program.

Upon completion of the course, the drug store owner or manager sends the completed questionnaires to Johnson & Johnson at New Brunswick, N. J. Johnson & Johnson returns to the drug store individual personalized certificates attesting completion of the Home Study Sales Forum.

Reports from Salesmen

There have been many indications of the success of this program from the retailer's point of view. Significant to Johnson & Johnson, however, is the reaction of their own salesmen to the program. These salesmen, incidentally, had to be "sold" on the program themselves since, like most hard-hitting sales forces, they make their best selling efforts on tangible objects where the results are immediately ascertained. However, Johnson & Johnson representatives who have made full use of the training program with their drug accounts report that not only are the programs enthusiastically received by the retailers, but the mere fact that Johnson & Johnson offers such a course at no charge serves as a potent tool in selling competitive accounts. Letters received from Johnson & Johnson representatives express such thoughts as these:

"When I tell competitive accounts I am prepared to help them increase their sales and profits on a store-wide basis, I have immediate attention."

"It has been a pleasure to walk into the enemy's camp with a peace treaty that I know will be acceptable because I know it is to their advantage."

To sell the course successfully to drug store management does not require too much time. Actually, most Johnson & Johnson representatives can make a convincing sales presentation in approximately five minutes. In 14 working days, one representative sold the owners of 42 independent stores in a highly competitive territory the idea of making this program available to their 130 salespeople—this in addition to normal selling duties.

The Home Study Sales Forum for independent store operation has been available only since the first of August, 1951. Yet in that time over 5,000 individual courses have been requested for retail salespeople. Since the program was initiated, a total of

approximately 12,000 retail drug salespeople have been exposed to it.

Other manufacturers have given unqualified endorsement to the Johnson & Johnson training program. The Eli Lilly Co., pharmaceutical manufacturer, has publicized the program to its own men. Lilly salesmen have been required to read the course themselves and to recommend the program to their drug accounts. Herman Nolen, vice-president of McKesson & Robbins, has given his stamp of approval, and the Johnson & Johnson course is required reading for all McKesson & Robbins salespeople. This wholesale organization has a training program of its own, held throughout the country, at the conclusion of which the Johnson & Johnson program is recommended and offered. Other manufacturers, such as the Gilette company, B. F. Goodrich, Coca-Cola, Prescription Accessories, etc., have requested information from Johnson & Johnson so that they can institute such programs of their own.

Trade Endorsements

Says E. D. McDaniel, head of Associated Chain Drug Stores: "Because of its great potential, I strongly recommend it. . . ."

Joseph Rosenwald, Affiliated Drug Stores, Inc., has this to say to Affiliated store heads: ". . . The program deserves careful attention. . . . It is the best thing of its kind that I have ever seen. . . ."

Most major chain drug companies in the country are members of one or the other of these organizations.

The way in which the program is received not only by the drug trade but by industry generally has convinced Johnson & Johnson that it is on the right track. Retailers need product information so that they can properly serve their customers. Salespeople are receptive to training devices and are appreciative if information is presented to them in an entertaining manner. Properly trained salespeople do sell more effectively.

E. G. Gerbic, vice-president in charge of merchandising for Johnson & Johnson, says: "There is no doubt of the need for proper sales information on the part of retail salespeople. Our Home Study Sales Forum satisfies that need for our merchandise. We shall continue to make such information available to the drug store as long as there is need for sales efficiency improvement. It is our fervent hope that other manufacturers will accept their responsibility and initiate training programs of their own."

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Sky Hopper

happy
new
year

... to our clients, past, present, and future!
... to our contemporaries' clients!!
... to our contemporaries!!!

Which Season's Greeting moods us for doing publicly what on previous New Year's Days we have timorously performed privately: passing a few resolutions. AMEN!

We firmly (yes, firmly) ...

resolve, to quit arguing with clients—at least after 3 p.m. of any working day . . . except, of course, in support of measures we believe to be to their more enduring benefit than any proposed alternative;

resolve, to bend our ditch-digging picks to persuade each client that *his* customers and prospects are *his* bosses . . . and that the value of our service to him *increases* as we represent *his bosses' interests*, and *decreases* as we yield such representations to his illusions.

resolve, to continue our efforts to induce clients to explore, or permit us to explore, objectively, what's on their customers' and prospects' minds, so far as it may affect the marketing of their products.

resolve, to improve our composure and restrain our obstinate spirit in the face of damaging assaults on plans we believe to be sound, copy we believe to be good, and charges we believe to be fair.

resolve, to admit mistakes, without alibis; to allow clients freedom of speech and opinion, without rancor; to humble ourselves before unexpected but irrefutable facts and insuperable odds, without pride.

In sum . . .

we expect to prosper in 1952 only as we contribute to our clients' prosperity through the profitable improvement of their relations with their customers, their prospects, their employees, and their communities! *And the same to you!*



Ben Astarita



Laine Wilson



Helen Bass



Jerry Campbell



"Van" Van Diver



Edna Arico



Liz Macmillan



Herm Braumuller



Bill Brown



Jane Manna



Helen Wood



Dave Stech

THE SCHUYLER HOPPER COMPANY



12 E. 41st St., New York 17, N. Y. • LE 2-3135

“DITCH-DIGGING” ADVERTISING THAT SELLS BY HELPING PEOPLE BUY

People and their Ideas



BORDEN'S SCHACHTE

New Sales Jobs

From Maine to California companies are preparing to start the new year with new faces in sales management offices: **James H. W. Conklin** has been appointed general sales manager of the Philadelphia Division, Yale & Towne Manufacturing Co. . . . **Edward H. Smythe** has joined Walter Baker Chocolate and Cocoa Division, General Foods Corp., as sales and advertising manager, grocery store products . . . Ohio Boxboard Co. has appointed **S. F. Allison** as sales manager and **R. J. Heames** as sales manager of the Container Division . . . **Fred J. Lehnertz** is now general sales manager, James Lees and Sons Co. . . . **A. D. Farrell**, sales manager, has been elevated to v-p in charge of sales, Automatic Pencil Sharpener Co. . . . United States Rubber Co. has appointed **Gregg T. Ward** as general sales manager, Footwear and General Products Division . . . New sales manager of Personal Products Corp., is **T. E. Batey** . . . **Thomas F. Corrigan**, sales manager, is being appointed to manager of coating and bulk cocoa sales for Nestle's Chocolate Co. **John Fairgrieve** will succeed Corrigan.

... and other executive appointments

Two new vice-presidents have been named by The Quaker Oats Co.: **Dr. Homer Duffey**, former general manager, Chemicals Department, and **William G. Mason**, former manager, Cereal Sales Department . . . **Robert L. Werner** and **Ernest B. Gorin** have been named vice-presidents, Radio Corporation of America . . . Vice-President **J. H. McFarland** was named director of marketing for the

Carpet Division of James Lees and Sons Co. . . . New advertising and sales promotion manager, Forbes Lithograph Mfg. Co., is **Brewster Stetson** . . . Shellmar Products Corp. has created two new executive vice-presidencies, one for each of the corporation's two principal divisions: **Warren E. Hill** will head the Shellmar Division and **John W. Cox** the Self-Locking Division . . . **J. R. Markey** has been appointed sales manager of the Aircraft Division, The Aro Equipment Corp. . . . **Henry H. Schachte** has been named director of advertising, Borden Co. . . . **David Bunim** has been elected executive v-p of Schenley Distillers, Inc., **Harry G. Serlis**, president and director of Schenley Distributors, Inc., and v-p of Schenley Industries, Inc., and **Seymour D. Hesse**, v-p of Schenley In-



FORBES' STETSON

omy but it is a peculiar one," said **Dr. Neil Carothers**, dean emeritus, School of Business Administration, Lehigh University, before the Cigar Manufacturers Association's convention. "It is half-peace and half-war. We have started a vast program of war production but we have not reduced civilian consumption. We are trying to have a war economy without the restraints and sacrifices of a real war economy. The inevitable results have been shortages, a spasmodic rise of prices, labor troubles and increased taxes."



PERSONAL PRODUCTS' BATEY

dustries, Inc. . . . **Duncan H. Sutherland** has been appointed manager of the National Accounts Division, Blatz Brewing Co.

▲

Edmund Fitzgerald, president, Northwestern Mutual Life Insurance Co., before the 13th annual meeting of the Institute of Life Insurance: "Only advertising enables us to present to the public the story of our business in the form and in the language that we specify. Advertising, because it represents what we are willing to say over our own name, serves as a core of authority around which other informational activities can naturally be built."

The Cold War

"We have entered upon a war econ-



BAKER'S SMYTHE

SALES MANAGEMENT

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A MUST FOR YOUR
1952
ADVERTISING DOLLAR!



Two Billion Dollar Memphis Market . . .

LARGEST MARKET AREA

*in the
Sunny South!*

On the sales horizon for '52, Memphis and the 76 county Memphis Market (representing a two billion dollar sales potential) are outstanding in the Southern business picture. Balanced agriculture and industrial development, plus its position as first in the South and 13th in the Nation in wholesale volume of sales (Printers' Ink, April 13, 1951) make Memphis a MUST on your 1952 schedule. Advertisers can best reach this tremendous buying market through the advertising columns of BOTH Memphis Newspapers. Take advantage of the optional daily combination rate saving to most completely cover the 329,859* families who rely upon these two great newspapers as their buying guides.

*ABC Publishers Statement, September 30, 1951



Scripps-Howard Newspapers

JANUARY 1, 1952

**MEMPHIS PRESS-SCIMITAR
THE COMMERCIAL APPEAL**

FIRST IN ITS FIELD

FIRST in advertising growth

1951 vs 1950

	Page Gain or Loss (%)
U.S. NEWS & WORLD REPORT	+ 46.2%
BUSINESS WEEK	+ 26.6%
FORTUNE	+ 22.0%
TIME	+ 13.6%
NEWSWEEK	+ 13.4%
NATION'S BUSINESS	- 11.3%

Weekly magazine figures based on first 48 issues 1951 vs. first 48 issues 1950; monthly magazine figures based on first 11 issues 1951 vs. first 11 issues 1950. Basic statistics from Publishers Information Bureau.

FIRST in circulation growth

1951 vs 1950

	% Gain or Loss
U.S. NEWS & WORLD REPORT	+ 23.0%
NATION'S BUSINESS	+ 12.8%
NEWSWEEK	+ 4.4%
TIME	+ 4.2%
BUSINESS WEEK	+ 2.1%
FORTUNE	- 4.5%

Source: Based on January-June 1951 vs. January-June 1950 statements of Audit Bureau of Circulations.

FIRST in newsstand growth

1951 vs 1950

	% Gain or Loss
U.S. NEWS & WORLD REPORT	+ 87.1%
NEWSWEEK	+ 7.1%
TIME	+ 0.4%
FORTUNE	- 13.9%
NATION'S BUSINESS	* —
BUSINESS WEEK	* —

*No newsstand distribution.
Source: Based on January-June 1951 vs. January-June 1950 statements of Audit Bureau of Circulations.

your **FIRST** buy today is *America's Class News*

The weekly magazine devoted entirely to reporting and analyzing the essential news of our time

FIRST in subscriptions direct from the subscriber

*Percentage of Subscriptions "by mail direct
to publisher"*

U.S. NEWS & WORLD REPORT	85.1%
TIME	73.2%
FORTUNE	66.7%
NEWSWEEK	59.2%
BUSINESS WEEK	52.7%
NATION'S BUSINESS	.3%

Source: Based on January-June 1951 statements of Audit Bureau of Circulations.

FIRST CHOICE WITH ITS READERS

An unduplicated market for the advertiser

90%	of "U.S. NEWS & WORLD REPORT" subscribers do not subscribe to	BUSINESS WEEK.
86%	of "U.S. NEWS & WORLD REPORT" subscribers do not subscribe to	NEWSWEEK.
91%	of "U.S. NEWS & WORLD REPORT" subscribers do not subscribe to	NATION'S BUSINESS.
75%	of "U.S. NEWS & WORLD REPORT" subscribers do not subscribe to	TIME.
91%	of "U.S. NEWS & WORLD REPORT" subscribers do not subscribe to	FORTUNE.

Source: Based on a survey conducted by the independent research organization, Benson & Benson of Princeton, New Jersey.



Magazine

your time news of national and international affairs

JANUARY 1, 1952

Adventures in Shopping: No. 14

A SERIES BY THE SALES MANAGEMENT STAFF

Full employment, savings double a year ago—and yet sales are slow. Alibis of high taxes and high prices aren't the real answer. The biggest shortage today is in salesmanship and here are case histories to prove it, involving:

Ford and Studebaker cars

Lown, Geller and Samuels Shoes

National Prefab Homes

Tel-Tru and Taylor Thermometers

A year ago SALES MANAGEMENT made a correct forecast when it predicted that "tough selling days lie ahead" and started "Adventures in Shopping" as a continuing case history report on what was taking place in the retail stores.

This year your editors would like to reverse themselves and say, "Forget the gloomy things you're hearing. Soon consumers will be demanding more than the factories can turn out."

But they can't make any such prediction. Despite a mounting percentage of guns in the economy, retailers and wholesalers still have surplus merchandise.

Recent headlines in issues of *The Wall Street Journal* tell the story:

"Dull sales, not shortages"

"Brake on production is consumer demand"

"Cars exceed buyers despite output cuts"

"House buying drags"

"Soft soft goods"

"Consumer durable sales off 37%"

SM can supply a case history shopping report to illustrate every such headline, and the reports that follow indicate reasons why cars aren't moving, why new home sales are disappointingly slow, why soft goods are a headache.

There are problems, of course, for even the best salesmen—taxes high, living costs edging up—but with full employment and savings double last year's rate, a situation exists which is made to order for aggressive and intelligent selling.

But selling at the retail level is not generally of a high order, due usually to lack of interest or lack of knowledge.

The manufacturer who throws up his hands and says, "It's terrible, I

know, but I can't control the salesmen in stores, and there's nothing I can do about it," is kidding himself. He can do something, but it will cost money and time and effort.

Elgin National Watch Co. did something about it. More than 7,500 retail men and women took their sales training course last year (SM p. 44—12/1/51) . . . Hotpoint, Inc., did something about it. They spent \$50,000 in retail sales contests alone. Was there a payoff for them? There certainly was. Contrary to wholesale layoffs in the appliance business, Hotpoint didn't lay off a single salesman, didn't close down a single factory—and they increased their share of total output on every product they manufacture.

Elgin and Hotpoint—to single out only two of the companies which sensed what was happening—took bold, aggressive action to protect themselves against such "selling" as is illustrated by:

83. Won't Someone Take My Money?

Ford and Studebaker dealers
Cleveland, Ohio

Believe it or not, I have about \$2,000 that's burning a hole in my pocket.

I'd like to buy a car. The other day I tried to. But after what happened to me, I'm not so sure I care any more. Maybe I'll go on using my 1947 Mercury. It still runs. And after all, I tried three times . . . not just once.

This is how it happened. One evening after dinner, I drove around to the nearest Ford dealer. I had made

up my mind that I wanted a standard Ford six coupe in gray with a heater and radio. No automatic shift, no overdrive, no nothing. But I still wanted a car.

I dropped into the first dealer and told the salesman what I wanted. He looked at me as though I had just escaped from a sanitarium.

"Whaddaya mean?" he demanded. "I can't sell you anything like that. Where would we make any money? No Fordomatic, no overdrive, whaddaya mean?"

For a minute I was nonplussed. Then it hit me. He wanted sympathy from me! What the hell did I care if he made any money? Ford made the cars for sale. I was sure the dealer must make a nominal profit on them or he wouldn't carry them. All I wanted to do was buy one. And instead, I got a sob story from the . . . you should excuse the expression . . . salesman.

I walked out. I couldn't picture myself buying a car there. After all, suppose something went wrong with it, something small like a dented fender? That character would probably refuse to let it in the shop unless I needed new piston rings. After all, they couldn't make any money on just an old fender repair!

Next, I stopped at a Studebaker place. Being an off-brand car, it normally requires more selling. But not here. I asked questions and I got polite answers. But no offer of any additional information. No attempt to show me the car. Not even an invitation to drive it around. And when I left, the salesman didn't even bother to ask me my name! What's more, he never even introduced himself!

I left. I went down the street to another Ford dealer, still determined.

ANNOUNCING Companion's New Circulation Guarantee

4,100,000

Reflecting the most dynamic period of all-around growth and development in its history, the COMPANION will raise its circulation rate base by 250,000, effective next August. The new guarantee will be an average of 4,100,000 instead of 3,850,000 as at present.

Plus a Circulation Bonus

As in the past, the COMPANION will continue to deliver a circulation *in excess of its guarantee*. In fact, circulation for the last quarter of 1951 is running considerably over 4,100,000.

The necessary rate increase, also effective next August for all advertising units, is set at the minimum in view of this vigorous circulation growth and increased costs of operation. Check the new rate card for exact figures.

Plus Top Quality Readership

An independent survey by Stewart, Dougall & Associates shows that among the four leading women's service magazines, out of every thousand reader families, city and rural, the COMPANION reaches:

1. MOST "young marrieds," age 21 through 35
2. MOST families earning from \$3,000 to \$10,000
3. MOST families with children
4. MOST children per family

Recognizing these facts, advertisers placed in this magazine during 1951 the greatest dollar volume of advertising in COMPANION history.

Only a timely magazine which provides vital answers to all the basic needs of women today could make such a record—and tell this outstanding success story.

Woman's Home
COMPANION



82nd IN POPULATION

among Sales Management's
162 Metropolitan County
Areas

If your newspaper campaign includes the first 100 markets according to population—then over 234,000 Quad-Citians are among your targets. On the Illinois side live 57% of Quad-City population. And you cover Illinois' Rock Island, Moline and East Moline (3 of the 4) when you use

The ROCK ISLAND Argus
The MOLINE Dispatch

THE ALLEN-KLAPP CO., National Representative

I told the salesman what I wanted. I wasn't impressed with him. He looked and acted like a high school junior trying to pick up a few odd bucks during the summer vacation. But not mine.

"Oh, yeah," he said, "we got a Ford like you want. Yeah." And then nothing happened. He didn't offer to show it to me, didn't tell me what was good about it. In fact he didn't say anything until I said I was considering a Buick.

"Buick," he exploded. "Why you don't want a Buick. Not the little one. That's a bastard. Now the big one, that might be all right." And so it went. No matter what other make I mentioned, it was decrepit, a wreck, wouldn't last and was definitely a bad buy. But not one blessed word as to why I should buy a Ford.

While we were talking, I looked through the back of the showroom into the lot. In a quick calculation, I clocked off 40 cars standing there. A good-sized inventory. But I didn't pick one out for myself. No siree, not me, Bub. I'm from the old-fashioned school. I like to be sold. I like someone to tell me why I should buy his car. I want him to sell the good points, the extras. I'll even buy a double rear-view mirror if the poor guy will tell me why I should, even

if he only appeals to my vanity. But I'll be damned if I'll let some chap who thinks he's a salesman brush me off because I don't buy the deluxe model just so he can buy himself a yacht with the commission. Or listen to a robot answer my questions but not tell me anything on his own. Or have some young pup knock every other car and not tell me anything positive about his.

No siree. I'll let that \$2,000 burn right through my pocket, even if it drops out on the sidewalk, until some salesman sells me a car. It's time these boys woke up. This is 1952. It's a buyers' market again, boys. And don't you forget it. And heaven help the next auto salesman who tells me he's having a tough time making his draw. I'm bleeding for him. Like fun I am.

* * *

That Cleveland experience—and we have others like it—goes a long way toward explaining the newspaper headlines about the glut in new cars. And if new homes are moving slowly, perhaps case 84 will show why.

84. House Buying Drags

Shirmeyer, Inc., Fort Wayne, Ind.

After considerable study, it appeared to me that a National prefab home would be a good low-cost dwelling for us; so I visited the local dealer's office to be "sold."

Entering the office, I was greeted with a glum and mechanical "hullo" from the receptionist who asked if I was interested in buying a house. (Why else would I be there?)

There were several chairs in the office, but I was not invited to sit down as she went in search of a salesman.

Presently, an unkempt fellow in a torn and wrinkled overcoat, half-buckled galoshes, and with a cigarette dangling from his mouth came in. This was the "salesman."

He didn't introduce himself, nor did he ask my name. However, he did remove the cigarette from his mouth before asking, "Interested in buying a house?"

Instead of going into a private office, he led me into the salesmen's "bull pen," where the notice on the bulletin board informed me that the salesmen received 1 1/4% commission on total gross sale of the houses and a flat \$25 for each lot sold.

"We're living in a 20-year-old house now and some things are be-

More Effective... More SELlective

Housewares
Review

LINENS & DOMESTICS

Home Furnishings

CROCKERY &
GLASS JOURNAL

Every HAIRE Trade Paper
is "TOPS" in its trade

Infants' & Children's
Review

HANDBAGS
AND ACCESSORIES

Corset
AND
UNDERWEAR
REVIEW

LUGGAGE &
LEATHER
GOODS

COSMETICS
&
TOILETRIES

NOTION & NOVELTY
Review

1170 Broadway • New York 1, N. Y.

**MATCH AMMUNITION IS A
YEAR-ROUND PROFIT-MAKER**



Winter is no off-season for target shooters. And they're growing in numbers. National Rifle Association membership has increased approximately 200% in the last 10 years. That can mean not only steady business but more potential customers for the premium profit items: Remington "Palma" "Kleanbore" and "Police Targetmaster" 22 match ammunition.

A good approach is to ask the target shooter to try a box or two of match ammunition. You can point out that the difference in cost is small, yet the difference in performance on the rifle range can raise his scores appreciably. Once he's converted to the better ammunition, you've got an all-seasons customer who is honestly grateful for the advice you gave him.

Merchants and their better salespersons read merchandising and business paper magazines for ideas. Advertisers can supply such ideas in their copy. The Remington Division of Du Pont used part of their page in *Sporting Goods Dealer* to show retailers a good "approach" with target shooters.

ginning to go wrong," I tossed out for him to pick up.

"You're going to have trouble in any house," was his reply.

We looked at the various floor plans in the folder before us and I asked him to tell me of some of the features of the houses.

"They're right there. All of 'em. 'Course, it depends on which model you buy." (Isn't a salesman supposed to help the prospect make up his mind?)

Then I asked about a garage. This time his answer was really something. "Don't buy ours. They cost us 'way over \$500, and by the time you pay for it, you got too much money in it." With that, he referred me to a competitor. (Thinking about it later, I remembered that there was nothing on the bulletin board about the salesman's commission for a garage sale!)

"Come out and see me in the 'demo' house," he invited, as I was ready to leave. "Be there tonight from six till nine."

"Whom shall I ask for if we come?"

"Don't worry," he laughed. "I'll be there." He turned and walked away.

In these days of high housing de-

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mands, this fellow probably writes some orders . . . he certainly doesn't sell houses. What will he and his company do when the housing market becomes even more competitive?

* * *

A *W. S. Journal* headline reads, "Shoes suffer worst drop in 20 years" . . . Two of the salesmen in May company's Cleveland store illustrate why there's a drop; the third shows why there needn't be one.

85. I Wanted a Simple Shoe May Company Cleveland, Ohio

I'm a bit of a financial freak as far as feet are concerned. Mine are long and narrow, backed by a very slim heel. They're extremely hard to fit; so I've long been resigned to forfeiting the better part of a week's pay to keep them comfortably shod.

In the past I've stuck to one store and one brand of shoes, but since I needed a new pair and lacked the \$25 for my usual brand (Pandoras, New-

ton Elkin Shoe Co.), I decided to see what another store had to offer.

I chose a mid-week noon hour and Cleveland's biggest and busiest department store, The May Co., for the experiment.

Before going into the department, I walked up and down looking over shoe displays in the counter cases. Two salesmen were seated inside, discussing and comparing salesbooks. They noted my presence but didn't approach me. After a few minutes of counter shopping I sat in a section serviced by a third salesman. He ignored me.

At this point, one of the two seated salesmen approached me and, in a pleasant voice, asked me to move to his section and inquired what I wanted.

I said I wanted a simple shoe which could double for work and after work. I wanted a high heel. I wanted it in black, kid preferably. I did not want a spectator pump. I did not want to pay \$25.

"Nothing in black kid," the salesman interrupted—still pleasantly.

He didn't suggest an alternate fabric until I ventured I might look at a simple pump, perhaps in suede.

At the sound of "suede," he hopped to and brought forth a classic, low-cut pump styled by Seymour Troy, called Troylings (Lawn Shoes, Inc.) for \$12.95.

The salesman explained that this less expensive line of Seymour Troy shoes was cut to fit a narrow heel. He pointed out that the shoe would not gap with constant wear, was good-looking, looked well on the foot and would give me fine service for all sorts of occasions.

I liked it but not enough to make the purchase. I asked him if Andrew Geller (Brooklyn, N. Y.) made a similar shoe. He replied they did, but that the Geller line inclined to dressier styles. "Would I like to see a few?" he inquired. I replied I would.

He returned with three pairs of pumps, two bearing the Andrew Geller tag, the third styled by Palter de Liso, (called De Liso Debs, Samuels Shoe Co.). All were \$19.95. I liked the looks of two of these shoes much better than the first pair, but the fit was poor.

Whereupon the salesman turned my attention again to the merits of the \$12.95 Troylings. He re-emphasized the fine fit, the wearability, the fact that a simple pump was correct for almost any occasion. He felt it would give me complete shoe satisfaction. He convinced me and I bought the Troylings.

The salesman's manner was per-

"ONE UNIT, ALONE, of your 'TWO-WAY' Sales Training Program increased the average productive selling time of our salesmen by 28 days per year per man."

M. R. (Bob) Wilson
General Sales Manager
THOR CORPORATION

"Custom-tailored" for your individual business—and limited to a single client per industry—ours is a highly effective program of sales education which will:

- Help your men increase their sales without a corresponding increase in field selling costs.
- Give your men thorough, ON-THE-JOB training in professional selling fundamentals at a fractional cost of time-consuming sales training meetings.
- Make it possible for all of your men—without loss of time from their respective territories—to profit from the exchange of field-tested sales know-how.
- Pay for itself time after time in improved sales performance and/or lowered selling costs, and in reduced turnover of man-power.

If you employ 25 or more salesmen, and face the problem of offsetting constantly mounting distribution costs by obtaining increased production from your salesmen, we invite and welcome the privilege of explaining how we can help you.

SALES TRAINING CORPORATION

Executive Offices

53 West Jackson Blvd.
Chicago, Illinois
Tel.: WAbash 2-1954

Eastern Offices

545 Fifth Avenue
New York City, New York
Tel.: MUrray Hill 7-6865

"Get 'Em All Into The Act"
— A helpful feature on how to get greater participation in your sales meetings. You'll find it in Part II of the January 15 issue of the new SALES MEETINGS.

suasive, but not offensive. He was pleasant and soft-spoken. Although he could have employed more imagination in suggesting a different type shoe, I liked the fact that he didn't high-pressure me into taking the more expensive pair, especially since it didn't fit as well.

* * *

As we've pointed out on previous occasions, a high proportion of the examples of real salesmanship come from the small or neighborhood stores where the owner meets the customer.

86. The Thermometer Registers "Warm" Melrose Hardware Co. Melrose, Mass.

The old thermometer outside the pantry window quit working. I looked upon the event with somewhat detached concern until my wife, after wasting steps to glance at it several different times through force of habit, declared:

"We've just got to get a new thermometer! How can I tell what clothes to put on the youngsters when I don't know whether the temperature is below freezing or summerish?"

Having had a few exasperating experiences in striving to get salespeople in the big Boston stores to sell me articles I desired to buy, I decided to try a neighborhood store on this particular item.

A few feet inside the entrance of the Melrose Hardware Co., I spied a counter display card half full of Tel-Tru outdoor thermometers. They were round, about two-and-one-half inches in diameter and finished in attractive black metal. I recalled having seen this make of thermometer advertised both in national publications and local newspapers in recent weeks

Better look twice at **WORCESTER'S** Wondrous Twins

Look at **WORCESTER'S** High Buying Power!



WORCESTER COUNTY*

Total Retail Sales	\$541,417,000
Food	\$146,132,000
Furniture-Household	
Radio	\$29,580,000
Drug	\$13,420,000
Total Effective Buying	\$757,761,000
Income	
Per Capita	\$1,374
Per Family	\$4,889

*Copyright 1951, Sales Management Survey of Buying Power, further reproduction not licensed.

Look at the Intensive Newspaper Coverage!

Daily circulation in excess of 150,000 and a Sunday circulation over 100,000.

WORCESTER Ranks as the
4th Most Popular
Test Market†

among the nation's population centers in the 150,000 to 250,000 group.

† Sales Management's November Test Market Survey.

Write for copies of our latest folders "Worcester — 4th Best Test Market" and "Worcester—now 29th Food Market in the Nation".



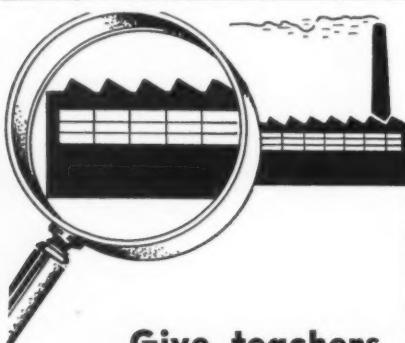
THE TELEGRAM-GAZETTE
WORCESTER, MASSACHUSETTS
GEORGE F. BOOTH Publisher
MOLONEY, REGAN & SCHMITT, INC., NATIONAL REPRESENTATIVES
OWNERS OF RADIO STATION WTAG and WTG-FM

COMING:
January 15th

An added service to all subscribers as a quarterly Part II section of **SALES MANAGEMENT**—



Watch for the new part two of **SALES MANAGEMENT** with the issues of Jan. 15, April 1, July 1 and Oct. 1.



**Give teachers
a close-up look
at your business**

To tell America about your company, or industry . . . tell the teachers. Through them, your story reaches 26,000,000 pupils, millions of parents, too. Teachers want to know more about business and industry, as shown by the increasing popularity of BIE-Days. These are the locally organized Business-Industry-Education Days, when schools close and the teachers visit offices and plants.

America's teachers can't all visit your plant, but you can tell them about your company or industry in State Teachers Magazines. Each of the 44 magazines is individually published. Each covers the educational field in one state. Total circulation is 839,934.

Write for the free folder, "My Teacher Says . . ." Address Georgia C. Rawson, Executive Vice President, State Teachers Magazines, 309 N. Michigan Ave., Chicago 1, Illinois.

What's Going on Around Here?

Answer: The editors have been doing a little transplanting.

If you felt a slight sense of strangeness as you explored this issue of SM, it's because we have made some slight alterations in the makeup scheme.

T. Harry Thompson has picked up his typewriter and moved with his "Scratch Pad" to the last page in the magazine. Editorial comment has a new berth, beginning on page 15. "People and their ideas" will now be found in a position (page 36 this issue) following the first several feature articles.

Jerry Shoenfeld's reports from Washington now attain the dignity of feature articles, appear in the feature section (page 50 this issue). They've developed into such interesting reading that they just naturally outgrew the three-column department space once allotted.

Please taste and test the new format for several issues . . . then let us know how you like it.

The Editors.

when one of the two partners running the business came along.

"Is this a fairly accurate thermometer?" I asked.

"Yes, it's accurate—all Tel-Tru thermometers are," he replied. "For the money—\$1.50—it's particularly good."

"The old thermometer I had was tall and narrow," I commented. "You had to look at it at just the right angle to see the mercury. This round type with the pointer instead of the mercury sure is easier to read, but is it really as accurate as the mercury kind?"

"Customers and the maker—Germanow-Simon Co., Rochester, N. Y.—say emphatically that it is," he responded. "But I have mercury-type thermometers that can be easily read, too."

He quickly produced a Taylor Temprite thermometer. It was an attractive job. It could be read easily. And besides, the co-proprietor showed how the brackets that went with it could be so set as to insure an angle from which it could be read quickly. Price: \$1.98.

"You can't go wrong with this Temprite if you prefer the mercury type," he summed up.

I hesitated. The round Tel-Tru had half won me. Probably he sensed this.

From a few feet away he produced a counter card bearing much larger Tel-Tru thermometers of the round type. These were silvery in color,

about four inches in diameter. You noticed instantly the boldness of the figures on them and the ease with which they could be read.

The partner held up the card and stepped back eight or ten feet. "You can read this thermometer quickly even across the room," he said with enthusiasm. "And the bracket attached to it has a sort of ball and socket arrangement which enables you to set the thermometer at any possible angle. You can even turn it upside down and stand on your head to read it, if you want to," he joked.

He gave a complete demonstration of the different positions into which the big Tel-Tru could be placed. "And as for rusting," he added, "some of my customers have had these for 10 years and say they've not rusted a bit. This thermometer is \$3, but it's darned well worth it."

"Sold!" I said.

Next day I saw the same kind and model of a thermometer in the "big bargain" window of a price-slashing hardware store in downtown Boston. The card on it said \$2.98.

* * *

"Adventures in Shopping" is a first-of-the-month feature which started in December, 1950. The 15th instalment will appear February 1. Reprints are available through the Readers' Service Bureau at 25 cents each, two instalments per reprint as, for example, December 1, 1951, and January 1, 1952.

**The Cleveland Plain Dealer
delivers this
4 BILLION DOLLAR MARKET
for your advertising message**



**ONE great metropolitan newspaper gives you
LOCAL coverage at ONE low cost!**

The Plain Dealer's Market Survey Department can assist you in checking your merchandising coverage with current market data for Cleveland. Write for information.

	(Cleveland) Cuyahoga Cy.	26 Adjacent County Area*
Total Retail Sales	\$1,547,706,000	\$1,222,735,000
Food Sales	392,224,000	290,386,000
Gen. Merchandise Sales	235,613,000	100,135,000
Drug Sales	47,691,000	26,515,000
Furn., Hsld., Radio Sales	81,637,000	57,977,000
Eff. Buying Income	2,484,344,000	1,794,240,000

*Akron, Canton, Youngstown not included. Figures—Sales Management Survey, May, 1951



**CLEVELAND
PLAIN DEALER**

Cleveland's Home Newspaper

Cresmer & Woodward, Inc., New York, Chicago, Detroit, San Francisco, Los Angeles
A. S. Grant, Atlanta

TELL YOUR STORY

IN GREENWICH, CONNECTICUT

where the average family has 68% more to spend than the average U. S. family.*

Your advertising dollars will work harder in this super rich market that is covered effectively only by the Greenwich Time.

Investigate the Greenwich market.

*Sales Management

GREENWICH TIME:

"The best suburban daily
Often called newspaper in America"

National Representatives: Bogner & Martin, New York and Chicago

**We've said it before...
and we'll say it again...**

MIAMI

(DADE COUNTY)

*...is the fastest growing
Top Market in the south!*

And if you want to know the kind of *selling job* we can do for you...just call our rep...the Bell Company...they'll tell you!

Readers' Service Can Furnish These Reprints

PLEASE SEND REMITTANCE with order to Readers' Service Bureau, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y. These reprints may be ordered by number.

NEW REPRINTS

239—The Politics—and the How—Of Industrial Publicity, by William K. Harriman. (Price 10c)

238—Where to Find and How to Choose Your Industrial Distributors, by Louis H. Brendel. (Price 10c)

237—Is It Management's Fault That So Many Salesmen Fail? by Robert N. McMurry. (Price 25c)

236—14 Practical Ways to Help Your Distributors—Now, by Louis H. Brendel. (Price 10c)

235—Salary & Bonus Plans Popular in Drug Field. (Price 5c)

234—How to Head Off Arguments with Prospects, by Dr. Donald A. Laird. (Price 5c)

233—What Women Like and Dislike About Packages Today, by A. R. Hahn. (Price \$1.00)

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231—Sales Leap 51% When Homasote Offers Incentive for More Calls, by F. Vaux Wilson, Jr. (Price 10c)

230—Eight Types of Sales Prospects . . . and How to Handle Them, by William G. Damroth. (Price 10c)

MISCELLANEOUS REPRINTS

What Type of Woman is Most Likely to Succeed in Direct Selling? by Katherine S. Miller. (Price 25c)

Adventures in Shopping (eleventh and twelfth of a series of articles). (Price 25c)

Adventures in Shopping (ninth and tenth of a series of articles). (Price 25c)

Adventures in Shopping (seventh and eighth of a series of articles). (Price 25c)

Adventures in Shopping (fifth and sixth of a series of articles). (Price 25c)

Adventures in Shopping (third and fourth of a series of articles). (Price 25c)

Adventures in Shopping (first and second of a series of articles). (Price 25c)



JAMES M. LeGATE, General Manager
5,000 WATTS • 610 KC • NBC



GOOD WILL TOOL: Thor Corp., through national advertising and dealers' direct mailings, tells homemakers they can dial away stains—if they'll check into their nearest Thor dealer's store. There they get the circular slide rule, which indicates stain remedies from candle wax to gravy—and a demonstration of Thor washing machines. Designed by Perrygraf Corp., Chicago.

San Francisco's Celebrated Sky-Line



This is your best view—as an advertiser—of San Francisco's sky-line. No skyscrapers...famed hills...or bridge towers. But the family group at home with their evening newspaper.

Has The Highest Buy-Line

And this portion of the San Francisco sky-line, the family unit, has the highest buy-line of all the nation's big cities. Among U. S. cities of half a million or more population, San Francisco has the highest effective buying income per family.



During these evening family circle hours there's more leisure time to read the advertising in San Francisco's favorite family newspaper...the home-going Call-Bulletin. By every yardstick of circulation, ad linage and editorial alertness, The Call-Bulletin is San Francisco's leader in the evening field. *Advertisers use the paper with the best by-lines to reach the sky-line with the highest buy-line.*

The Call-Bulletin

San Francisco's Friendly Newspaper

Represented Nationally by Moloney, Regan & Schmitt, Inc.

Now FTC Authorizes "Alternative Services"

BY JEROME SHOENFELD • Washington Editor

You can offer demonstrators to one store, window displays to another, inventory protection to a third without running afoul of Federal Trade Commission's interpretation of Robinson-Patman Act. Here's an analysis of code.

Without seeming to do so, the Federal Trade Commission has inaugurated a brand new policy on one of the most troublesome aspects of the Robinson-Patman Act: What merchandising services manufacturers can offer to retailers without laying themselves open to charges of discrimination.

Now, manufacturers can offer *alternative services*.

If, for example, you don't want to offer demonstrators to *all* stores, you now, apparently, can offer retailers other merchandising services, such as window displays, special credit terms, inventory protection, and other deals.

The new policy, which will apply to all lines, is set forth in the FTC's code, "Trade Practice Rules for Cosmetics and Toilet Preparations Industry," promulgated November 29, 1951. You can obtain a free copy by writing to the Federal Trade Commission, Washington 25, D. C.

The FTC is specific on one point: Alternative services must be of "equivalent measurable cost," that is, equally based on the same percentage of sales volume.

The text, however, hedges on whether it's the manufacturer or the dealer who decides which service is suitable. When a service is unsuitable to some outlet, FTC says, you must "offer each of those customers to whom the service, facility or allowance is not usable or suitable an alternate type of promotional service, facility or allowance which is of equivalent measurable cost, is usable by the customer, and is suitable to his facilities and business. . . ."

Officially, the FTC does not try to pin down the responsibility for deciding. But a high official, who helped draft the code, flatly says that the manufacturer decides. So if you sell a prestige product in both elegant

and not so elegant stores you can decide whether you want an elegant display to go in a second-rate store. But if you decide against such a display in a second-rate store you must provide an alternate service.

You can't offer, say, three services — demonstrator, display material or inventory protection — and then decide that all three are unsuitable for one type of dealer. You must offer him something. Nor can you bring forward a set of services all of which would be unsuitable for some of your customers. In choosing the alternatives in the first place, you must see to it that nobody is left out.

Three Basic Points

In summary, then, you must fashion a dealer service program somewhat as follows:

1. Decide on the percentage of your dealers' purchases that you'll kick back.

2. For each territory in which the outlets are in competition with each other, classify your dealers and for each class work out an appropriate service.

3. Make the whole program known. Don't tell a dealer only about the service you've selected for him.

It's to be seen that the new rules may arouse new grievances. On the one hand, according to oral interpretations by FTC lawyers, the manufacturer chooses the service he gives to each dealer. On the other hand, the dealers must be satisfied with what's given them. Will complaints arise that services were worked out to favor a select few, that the placards or financing of handbills offered to one group by no means

compare as business builders with the demonstrators offered to somebody else? Or, will some dealer complain that he is as well equipped as a neighboring store to accept some given service, but that the manufacturer discriminated against him by imposing what amounts to the stigma of lacking prestige. These are likely bones of contention. If the FTC is vague on these points, perhaps it is deliberate. Very likely, FTC officials who drafted the code were aware of the difficulties and decided, for the moment, to duck.

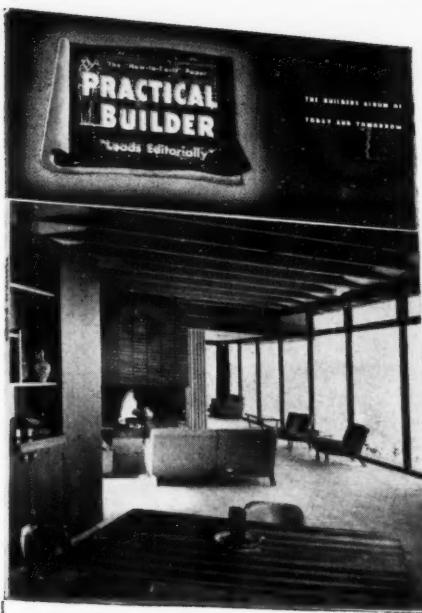
The express right to offer alternative services marks a kind of revolution within the FTC. And like typical revolutionaries, the Commissioners who endorse the code, try to show that they haven't at all diverged from FTC policy but only from mistaken beliefs respecting it.

Soft words to the contrary, the new FTC code is a divergence from the ruling, at least the interpretation given to it by many manufacturers, handed down in the Elizabeth Arden case.

It was an FTC decision against Elizabeth Arden, followed by a triple damage suit upheld in Court, that made the original fuss. In supplying demonstrators, Miss Arden preferred stores with prestige; she sells prestige products. So she was accused of discriminating. The decision by the Commission contained sentences that suggested that it had to be demonstrators and only demonstrators for all outlets. For instance:

"The Commission is of the opinion that the statute affords the seller a free election . . . as to what services . . . he will provide to purchasers of his product, but having elected to furnish a particular service . . . he thereby assumes the obligation of according similar services to all competing purchasers. . . ." The statute, it was claimed, contemplates "the proportionalizing of the service or facility" that is being offered. In substance, you couldn't offer a service unless it suited everybody. And the order itself required Arden to stop the discrimination, which consisted of "furnishing . . . demonstrator services to any retailer . . . when such services are not accorded on proportionally equal terms to other retail purchasers. . . ." (Emphasis supplied.)

For a long time the FTC neither developed the Arden decision nor dropped it. Orders during the past year against manufacturers charged with being too exclusive have been painstakingly ambiguous on the key point—whether identical services had to be offered to all competing dealers



Shirt-sleeve editors make **practical builder** the practical book it is. They are Men at Work appealing to other Men at Work. No pomp or pretense; no holier-than-thou writing; just struggle and sweat to do a down-to-earth job of reporting...and to look ahead to the news that's ahead of the news. Hard-pan editing like that gets home to hard-boiled readers. That's why, Mr. Advertiser, your message in Practical Builder carries more weight, more conviction, more impact. Yessir, when you're in PB you're in...



...of the light construction industry

Affiliated with 6 Building Industry Magazines comprising the largest, most distinguished publications in the building industry: *Building Supply News*, *Building Material Merchant*, *Ceramic Industry*, *Ceramic Data Book*, *Brick and Clay Record*, *Modern Brick Builder*.

Send for our 64-page book...**THERE'S MONEY IN REMODELING...**
free to any manufacturer who asks for it on his letterhead.

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Proud of Your Product?

GIVE IT

THE MARK OF QUALITY

A METAL NAME PLATE

BY



They look better... longer

There's real sales-making value in a sparkling metal name plate produced by our skilled craftsmen. We gladly cooperate with sales and advertising executives in creating name plates which provide standout identification and spotlight the product. For detailed information and quotations, without obligation, write

CHICAGO THRIFT-ETCHING CORPORATION
1555 N. Sheffield Ave., Chicago 22, Ill., Dept. J
Subsidiary of
Dodge Mfg. Corporation, Mishawaka, Indiana



For factual information on the Detroit Market—write to the Promotional and Research Department.

464,940

highest weekday circulation of any Detroit newspaper.

A. B. C. figures for 6-month period ending March 31, 1951

571,757

highest Sunday circulation in Detroit News' history.

The Detroit News

THE HOME NEWSPAPER

A typical order—against advertising allowances, say—told the offending manufacturer to give them up unless “such payments”—not “such ad allowances”—became generally available. In organizations like FTC, where everything is cleared, ambiguity ordinarily marks the truce between conflicting factions—in this case, those who did and those who didn't want to take the Arden opinion literally.

Finally, it has come to a head in the cosmetics code. A code, though something less than law, at least is express Commission policy. It applies to everyone—not just to the cosmetic industry.

There are fairly definite instructions, telling how an offer of services should be set up. First, the amount of service must be based on a set

"Top - Rated Commercial Exhibits"—An analysis of displays that get greatest attention at trade shows: one of the many features in SALES MEETINGS, the new Part II of SALES MANAGEMENT, January 15, 1952.

percentage of the customers purchases during a definite period, for instance, the past year. There had been repeated complaints against companies which varied the percentages, raising them for high volume customers. Such variations will be prosecuted as they have been to date.

Second, the terms on which services are offered must be broadcast to all customers. You can't negotiate, dealer-by-dealer. Evidently, there must be a flat take-it-or-leave-it offer.

Third, if it's a reciprocal service, you must see to it that the dealers also perform and that their performance matches what they're getting. If a dealer fails to do his part, the service must be withdrawn. Otherwise, you can be charged with giving him a disguised, illegal discount.

The FTC, in the new code, ignores the Arden opinion itself, but points out, what is a fact, that the Commission has never ordered a manufacturer to offer identical services. The FTC shows that the Congressional sponsors of the Robinson-Patman Act favored reciprocal manu-

facturer-dealer arrangements.

They point out that rigid application of the Arden opinion, as previously interpreted, leads to absurdities, which, it's assumed, no FTC opinion does. Commissioner Ayres, the only one still on the FTC who signed that old order, dissented saying that the Arden opinion meant what it seems to have said.

In a way, the Commission majority may be right about whether they've overturned an old policy or merely cleared up a misunderstanding. Although Arden seems to have been ordered to furnish demonstrators universally or to drop them, this point was not the one at issue when her case was argued before the Commission. It wasn't as if she had been offering alternatives to drug store owners who wanted demonstrators only. She was offering them nothing whatever. The opinion may have wandered a bit beyond the case.

The rest of the Code is mostly the usual sort of thing, comprising, first, rehashes of the law and, second, prohibitions of sins peculiar to the cosmetics industry. In the first class there are the familiar paragraph headings: "Prohibited Brokerage and Commissions," "Prohibited Discrimination," "Deceptive Imitation of Trade-Marks, Trade Names, Etc." "Misrepresentation as to the Character of Business," "Misuse of the Word, 'Free,'" "Commercial Bribery," etc.

In one of these, there's something new. Under "Prohibited Discrimination," the code sets forth the Robinson-Patman creed against discriminatory discounts along with the right to justify them when they're based on differences of costs. This right, however, is now qualified by the addition:

"... if and when the Federal Trade Commission shall have established quantity limits pursuant to the provisions of Section 2 (a) of the Clayton Act (as amended), the foregoing shall not be construed to permit differentials based on differences in quantity greater than those established." For several years, at the instigation of Rep. Patman, the Commission had been working out such maximum discounts for the tire industry. Is it also doing so for cosmetics?

The text on misrepresentation takes up "Deception as to Origin"—evidently an evil within the industry. It's unfair not only to fib by claiming falsely that a perfume, say, was made or bottled abroad, but also to use pictures or foreign phrases that might fool people.

Radio Still Dominates THIS RICH MARKET



PAUL H. RAYMER COMPANY • NATIONAL REPRESENTATIVE

No other signal covers the South Bend market like WSBT. Radio sets in use are up to an all-time high of 32.8! WSBT's share of audience at 66.6 is way above the national average. And here television is insignificant

because no consistently satisfactory TV signal reaches South Bend. Don't sell this rich market short. Wrap it up with WSBT radio.

30 Years on the Air

6 Reasons Why Salesmen Lose Their Customers

The reasons still run to a pattern. Today customers continue to drift away for the reasons which Brown & Bigelow, producers of remembrance advertising, in St. Paul, isolated 20 years ago, and which have been rechecked from time to time. They are:

68% drift away because of indifference.

14% have unadjusted grievances.

9% buy elsewhere because of price inducements.

5% trade elsewhere because of friends.

3% have moved.

1% have died.

Newell C. Paige, St. Paul district sales manager, gave those figures a long look, and began doing some checking of his own.

Among the lost customers who seemed to come in the classification of having drifted away because of indifference, he found, sure enough, that "well, the Brown & Bigelow salesman hadn't been around and

some of the other salesmen had been"; or "well, I couldn't find out what the shipping date was, and the company didn't seem to be very concerned about it."

Mr. Paige also looked into some of the cases of people who had gripes. There was a company which had ordered some calendars, then changed its name slightly and advised the company of the change, but the calendars arrived with the old name listing. What was important was that, after the company complained, no one dropped around immediately to explain the letter hadn't reached the company in time to catch the printing deadline. The customer thought calendars were run off a few hours before they were delivered to him. He came back as a Brown & Bigelow customer, after it was explained that such printing jobs are run off many months ahead of delivery date, and stored in warehouses.

On the basis of his own and the

company surveys, Mr. Paige made some rules of his own for salesmen:

1. Be certain that you give the service which the customer paid for.

2. Follow through each order to determine that the merchandise accomplishes what it was intended to.

3. Show appreciation for the business in a tangible sort of way, regardless if it is nothing more than a card on the customer's birthday or a friendly hello.

Mr. Paige says action along these lines takes care, to a large extent, of customers lost through indifference by the company and the salesmen.

Customers lost through unadjusted grievances are being eliminated through closer follow-ups, he believes, except in the case of clashes of personality between salesman and customer. In cases of that kind, accounts are transferred to the home office.

Accounts lost through price inducements elsewhere are placed in a special category by Mr. Paige, who believes they deserve individual treatment. Many times, he has found, customers return to the fold after wandering away to competitors who offer "a special deal."

plant
engineer
chief
engineer
works
engineer
mechanical
engineer
maintenance
engineer
production
engineer

plant engineering men

They need manufacturers' catalogs to help them buy materials and equipment for:

air conditioning
communication
construction
heating
instrumentation and control

lighting
lubrication
materials handling
plant maintenance
power generation

power application
production
refrigeration
safety
sanitation

Are your products used for any of these purposes? Then, a catalog specially designed for the needs of *plant engineering men* will always be a vital part of your marketing program.

The activities and responsibilities of *plant engineering men* cover a greater area in plant operation than those of any other group. Their influence bears importantly on every purchase of general plant equipment, structural and maintenance materials and equipment, and power equipment.

Plant engineering men buy continually. They have constant need of buying information on many products. They consult available manufacturers' catalogs to compare competing types and makes and to

decide where to take further buying action—which suppliers to write—whose salesmen to call in.

You can create more selling opportunities with a good catalog—one that will make it easier to buy from you.

Sweet's can help you get the most out of your catalogs

Sweet's is an organization of catalog specialists. Here, one hundred and eighty people, working in coordinated departments, stand ready to give you expert assistance in producing or distributing market-specialized catalogs or, if you wish, to handle the entire operation.

Our services cover the entire range of

Here is how
Sweet's can
work for you

CATALOG DESIGN—Sweet's design department is staffed by experienced consultants, technical copywriters, draftsmen and artists. Your individual requirements, whatever they may be, receive individual treatment by men specially trained for this work.

plan—consultation and analysis of products and markets; determination of catalog's objective, scope, content and distribution.

rough dummy—outline of content and format.

finished dummy—complete content and

format specifications, ready for production.

CATALOG PRODUCTION—Because of the great number of manufacturers' catalogs handled, Sweet's can offer the economies of quantity production with no sacrifice of quality. Sweet's will take complete charge of the execution of orders for any or all of the following: drawings, photographs, engravings, type composition, electrotypes, printing and binding.

CATALOG DISTRIBUTION—Sweet's services in the plant engineering market are

available for either of two types of catalog distribution—individual or pre-filed—to selected organizations and individuals representing the bulk of buying power.

individual distribution—by purchase of accurate lists compiled by Sweet's, or by using Sweet's mailing facilities.

pre-filed distribution—by having catalogs permanently bound and indexed in PLANT ENGINEERING FILE. This method has the advantage of keeping catalogs instantly accessible at all times in prospective buyers' offices.

...need catalogs

catalog procedure—starting from the planning stage and ending with printed copies open under the eyes of your prospective buyers. You may order these services separately, or in any combination, as your needs require.

Year after year, Sweet's handles more catalogs than any other organization—in 1951, over *thirty-eight million* copies. During its long experience in this specialized work, Sweet's has taken a leading part in developing and applying principles and procedures which have greatly improved the performance of manufacturers' catalogs. It has helped hundreds of clients find the answers to a wide variety of individual catalog problems.

Whether your problem is to determine the best procedure with respect to catalog design, production or distribution, or simply to get relief from a vast amount of time-consuming work, you will find the expert help you need in the Sweet's organization.

The Sweet's District Manager in your territory will detail these services in terms of your particular requirements. Call him in for a discussion of your catalog needs.



This booklet tells you all about Sweet's services in the plant engineering market—also in the product engineering and construction markets. Shall we send you a copy?



New York 18—119 West 40th Street—LONGACRE 3-0700

Boston 16—31 St. James Avenue—HANcock 6-0700

Buffalo 2—70 Niagara Street—CLEVELAND 8200

Chicago 54—700 Merchandise Mart—WHITEHALL 4-4400

Cincinnati 2—American Building—GARFIELD 2800

Cleveland 15—1422 Euclid Avenue—CHERRY 1-7256

Detroit 26—548 Free Press Building—WOODWARD 1-2745

Los Angeles 17—1709 West 8th Street—DUNKIRK 3-1177

Philadelphia 7—1321 Arch Street—LOCUST 7-4326

Pittsburgh 19—411 Seventh Avenue—ATLANTIC 1-8220

St. Louis 1—721 Olive Street—CHESTNUT 7388

Sweet's Catalog Service



**Designers, Producers and Distributors of
manufacturers' market-specialized catalogs**

DIVISION OF F. W. DODGE CORPORATION

119 WEST 40TH STREET,

NEW YORK 18, NEW YORK

Worth Writing for . . .

Booklets, Surveys, Market Analyses, Promotion Pieces
and Other Literature Useful to Sales Executives

Facts on Fluorescence: Two educational brochures put out by James A. Norris Co., luminescent engineers and consultants: One is a revision of a discourse prepared by the company for the eastern regional conference of the American Association of Advertising Agencies, which describes in detail the two main types of fluorescence: Daylight Fluorescents (organic) and Blacklight Fluorescents (inorganic). The other one describes "Blacklight Magic" which turns daylight fluorescent outdoor posters into "nite-time spectaculars" and commands attention in store windows and at interior point-of-purchase displays. The brochures sell for 10 cents each. Write to James A. Norris, James A. Norris Co., 392 Bleeker St., New York 14, N. Y.

Standard Market and Media Data for Akron: Prepared by the *Akron Beacon Journal* in conformity with Standard Market and Newspaper Data Forms of the Bureau of Advertising, A.N.P.A. and American Association of Advertising Agencies. The Akron City Zone, as defined

by the Audit Bureau of Circulations, includes the corporate limits of Akron, plus the cities of Barberton, Cuyahoga Falls and Tallmadge, villages of Lakemore, Mogadore (part), Munroe Falls, Silver Lake, and townships of Copley, Coventry, Norton, Springfield and Stow in Summit County, and balance of Mogadore village in Suffield Township, Portage County, in Ohio. Data include population, approximate number of families, description and history of Akron and its retail trading zone, together with separate booklets covering both daily and Sunday newspaper features. Write to A. F. Falk, General Advertising Manager, *Akron Beacon Journal*, Akron, O.

Study of Listening Habits in the Mid-America Market: Parts 1 and 2 of a continuing study under the sponsorship of KCMO Broadcasting Co. The survey was conducted by Robert S. Conlan and Associates and was broken down into three parts, each study made during different seasons of the year, to make the study a true year-round listening study.

Each part covers 23 groups of representative counties inside KCMO's 50,000 Watt measured $\frac{1}{2}$ millivolt contour. Part 1 covers 48 counties and Part 2, 53 counties. Part 3 will cover 55 counties—making a total of 156 counties. The study shows the share of listening audience for not only KCMO, but for every station reported by 1/10 of 1% or more of the potential audience—70 stations, including all Kansas City stations. To help in the use of the study, there are a list of counties in the Mid-American market (inside KCMO's measured $\frac{1}{2}$ millivolt contour); data on radio homes, population and incomes (including number of farm families and farm income), general retail sales, food, drug, general merchandise and furniture and appliance sales in the Mid-America market. Write to E. K. Hartenbower, General Manager, KCMO Broadcasting Co., 125 31st St., Kansas City 8, Mo.

Who's Who in the Chemical World: A 24-page booklet released by Reinhold Publishing Corp., Advertising Management for the American Chemical Society publications, describing the vast market of the chemical and process industries and the men who put them to work. It gives current figures on production within these industries, and the amounts spent on research and development, as well as the annual expenditures for chemicals, raw materials, new plants and equipment. Write to Donald A. Levenson, Sales Promotion Manager, Reinhold Publishing Corp., 330 W. 42nd St., New York 18, N. Y.

KCMO Gives You a
**\$50,000,000
Purchasing Power
BONUS!**



KCMO
50,000 WATTS
125 E. 31st St. Kansas City, Mo.
or The KATZ AGENCY

Actual annual purchasing power of KCMO's larger audience is \$50 million higher than the next nearest Kansas City station. KCMO helps you reach more customers with money to spend. Get proof—get the facts on Mid-America radio coverage from the Conlan "Study of Listening Habits" in the Mid-America area. Parts 1 and 2 of the 3-part continuing study are ready.

Write on your letterhead to

Out-of-State Purchases by Texas Organizations: Third of a series of annual studies made by Texas Engineering Experiment Station, in cooperation with the Department of Industrial Engineering of A and M College of Texas. Data in it indicate that a potential market of approximately \$1 billion exists for manufacture within the state, of (1) leather and leather products; (2) stone, clay and glass products; (3) primary metals. Purpose of the report is to aid industries in gauging the feasibility of initiating or expanding manufacturing operations in Texas. It gives estimated dollar volume purchases in the major product categories and the minor groups. Included is an alphabetical index of products. Write to J. W. Coffin, Associate Research Engineer, Texas Engineering Experiment Station, College Station, Tex.



THE SACRAMENTO BEE
THE MODESTO BEE
THE FRESNO BEE

BILLION DOLLAR VALLEY OF THE BEES

It's a market with more buying power than San Francisco and Oakland combined.* But you won't cover it with either San Francisco or Los Angeles papers. To cover the Billion Dol-

lar Valley of the Bees, you need the *local* papers that Valley people read—The Sacramento Bee, The Modesto Bee and The Fresno Bee.

*Sales Management's 1951 Copyrighted Survey



McClatchy Newspapers

National Representatives . . . O'Mara & Ormsbee, Inc.



WANT WINDOW DISPLAYS? One way to get them is to stage a dealer contest. Want photos of displays? Rubberset got them

by giving a Kodak Hawkeye camera to each salesman. In the foreground is the Visual Cast which projects material on a screen.

Fast-Action Sales Meetings: Rubberset Packs 'Em With Ideas

**Based on an interview with DAVID T. BARRY
Sales Manager, Paint Brush Division, Rubberset Co.**

No monotony. No dull speeches. No palaver weighed down with platitudes. Instead, a balanced diet of fun and business, a program spiced with skits, audience participation stunts, visual demonstration. Rubberset's men loved it.

Plenty of audience participation, the use of tape recorders and visual aids (including a projector well adapted to use at sales meetings), a judicious blend of work and play, top management participation, air transportation in a company-owned plane —these are some of the components of two fast-paced sales meetings Rubberset staged this fall for its staff of 22 salesmen.

The first meeting was held at the Knoll Country Club in Boonton, N. J. The second, for the staff serving the western half of the U. S., was held at the Bear Trap Ranch in Colo-

rado Springs. Except that the type of recreation varied with the locale and the fact that most of those who attended the second meeting traveled in the company's own plane, there were only minor differences in the two conventions.

Here are the elements which, in management's opinion, lifted morale and improved selling techniques—to the extent that Rubberset's current volume is up, counter to the trend for the industry:

Audience Participation: Typical example: Boners were purposely

planted in a sales presentation enacted by two members of the home office staff, playing the roles of buyer and a Rubberset salesman. At its close, the men were asked to spot the boners, which they joyfully did. Boners included the careless remark by the salesman that he "just happened" to drop in; an unnecessary apology; some meaningless chatter which the buyer had to interrupt to bring the subject around to his reason for calling, and other similar examples of poor selling technique.

Another audience participation idea: Well before the men left home for the meeting it had been announced to them that a contest would be held, built around assignments to prepare special sales presentations, each having a different problem. Early in the meeting, those who participated made their presentations privately and separately to a sales executive who played the part of a typical buyer. These interviews were recorded on

In Pittsburgh

you can

get



only in

the

POST-GAZETTE

REPRESENTED NATIONALLY BY



MOLONEY, REGAN & SCHMITT

THE FINEST SERVICE

Standardized for Every Move



► Mayflower has developed the safest, most efficient moving methods and equipment, and standardized them to serve you any place in the United States . . . and to and from Canada. This means you can count on Mayflower quality everytime . . . everywhere. It will pay you to standardize on Mayflower for your personnel moves!

AERO MAYFLOWER TRANSIT COMPANY • INDIANAPOLIS



tape (For another example of tape recorder use, see later paragraphs.) and later played back during the general sales meeting.

After each playback, the salesman who had played himself in the presentation was given an opportunity to tell the group how he might have done better. The sales executive who had been his "prospect" appraised strengths or weaknesses. The case was then thrown open to the entire group, with negative criticism prohibited . . . all comments being in the form of suggestions as to how the presentation might have been improved.

The winning presentation, made by a Texas salesman, took the form of his attempt to get the buyer to let him address a distributor sales staff on Rubberset's new 70-30 brushes (70% bristle, 30% nylon). The distributor put forth the usual objections: lack of time, the risk that other manufacturers would want the same privilege to tell about their lines, etc. These and similar arguments were deftly overcome by the Texan.

The sales talk recordings will continue to serve a useful purpose, since they are being used to train new salesmen who join the Rubberset organization.

Tape Recordings: The meeting opened with a tape-recorded warm-up skit, written by W. R. Daggatt, vice-president and general sales manager. It dealt humorously with the adventures of J. F. Smith, sales manager of the Special Accounts Division, and built up to a climax involving a caddy, a golf game and a minor accident. Just after the simulated crash, Mr. Smith in person entered the meeting room, wearing torn clothes and looking much the worse for wear, as though he had actually suffered an accident. This skit broke the ice and put the men in a good frame of mind to start the convention's proceedings.

Dramatized Promotion: The elements of the new fall promotion were presented to the men through the medium of a skit played by two members of the sales staff taking the parts of a buyer and a Rubberset salesman. The action began with the buyer asking the purpose of a big red-and-white button with the figures "70-30" on it. To build suspense, the Rubberset salesman evaded the question each time it was put to him, and talked about the various display materials, publicity releases and other items of which the current promotion program is composed. Finally he explained that the buttons are to be worn by

Trend: still going UP!

From 10th...to 9th...to 8th Place in 5 Months

One look at the standings and you'll see that more and more advertisers are buying Redbook, The Magazine for Young Adults—those 18 to 35's who are getting married, building homes, raising families—the "have-to" buyers of nearly everything.

This active market demands special attention, special media. Be sure of reaching them, in Redbook, the only multimillion-reader magazine devoted to the needs and interests of Young Adults.



Change in Advertising Revenue 1951 vs. 1950*

JANUARY - JUNE . . . 6 MONTHS	
	Percent Gain Loss
1. Argosy	73.5
2. Today's Woman	54.2
3. Family Circle	47.7
4. Woman's Day	31.1
5. Look	22.8
6. Coronet	20.6
7. Time	17.0
8. Collier's	15.8
9. Better Homes & Gardens	14.6
10. REDBOOK	+14.2
11. True	11.1
12. Saturday Evening Post	10.4
13. Woman's Home Comp'n	10.0
14. Life	8.5
15. McCall's	7.6
16. American Home	3.1
17. Seventeen	2.9
18. Good Housekeeping	2.4
19. Ladies' Home Journal	0.4
20. Household	- 0.2
21. Popular Mechanics	- 0.6
22. National Geographic	- 0.9
23. Parents' Magazine	- 2.6
24. American Legion	- 3.2
25. Modern Romances	- 5.6
26. Pathfinder	- 6.0
27. Modern Screen	- 6.3
28. True Confessions	- 6.7
29. American Magazine	- 10.8
30. Photoplay	- 12.7
31. Cosmopolitan	- 18.2
32. True Story	- 19.1

JANUARY - SEPTEMBER . . . 9 MONTHS	
	Percent Gain Loss
1. Argosy	77.2
2. Today's Woman	50.3
3. Family Circle	41.5
4. Woman's Day	27.3
5. Look	21.1
6. Coronet	17.1
7. Better Homes & Gardens	13.0
9. REDBOOK	+12.3
10. True	11.8
11. Collier's	11.4
12. McCall's	11.0
13. Life	10.4
14. Woman's Home Comp'n	6.7
15. Saturday Evening Post	5.6
16. Seventeen	5.2
17. Good Housekeeping	3.1
18. Popular Mechanics	3.0
19. American Home	2.7
20. Modern Romances	2.7
21. American Legion	0.8
22. Ladies' Home Journal	- 0.7
23. National Geographic	- 1.3
24. Household	- 1.5
25. Parents' Magazine	- 1.7
26. True Confessions	- 3.7
27. Pathfinder	- 5.2
28. Modern Screen	- 7.2
29. American Magazine	- 11.7
30. Photoplay	- 14.0
31. True Story	- 14.7
32. Cosmopolitan	- 18.4

JANUARY - NOVEMBER . . . 11 MONTHS	
	Percent Gain Loss
1. Argosy	75.1
2. Today's Woman	50.4
3. Family Circle	47.6
4. Woman's Day	29.3
5. Time	24.4
6. True	16.6
7. McCall's	14.2
8. REDBOOK	+13.1
9. Life	12.8
10. Look	12.4
11. Better Homes & Gardens	11.9
12. Coronet	9.7
13. Collier's	8.3
14. Modern Romances	6.7
15. Woman's Home Comp'n	6.2
16. American Legion	6.0
17. American Home	5.9
18. Saturday Evening Post	5.4
19. Popular Mechanics	5.3
20. Seventeen	5.1
21. Parents' Magazine	3.8
22. Good Housekeeping	2.6
23. Modern Screen	2.1
24. Ladies' Home Journal	0.2
25. Pathfinder	- 1.3
26. True Confessions	- 1.8
27. Household	- 2.2
28. National Geographic	- 2.7
29. Photoplay	- 10.3
30. True Story	- 10.7
31. American Magazine	- 10.8
32. Cosmopolitan	- 19.0

*Based on one-time rate
Magazines with 1,000,000 or more circulation
Source: Publishers Information Bureau

1 2 4 6 8 10 12 14 16 • • • from 18 to 35 • • • 37 39 41 43 45 47 49 51 53 55 57 59 61 63 65 67 69 71 73 75 77 79 ? ? ?

Redbooks **Young Adults**
THE VITAL YEARS THE VITAL MARKET

The Best Way . . . The Only Way to gauge your marketing activities is to ACT ON FACT

In your turbulent economy, you must be aware, in detail, of all the factors that affect your business.

Gould, Gleiss & Benn can provide the facts for you to act on.

Perhaps the answer to your problem is a Store Audit, one of Gould, Gleiss & Benn's many services. A store audit will give you accurate information on:

- Your actual sales—Your competitors' sales
- Your distribution
- Special promotions—yours and your competitors'
- Effectiveness of your store layout

A store audit by Gould, Gleiss and Benn will point the way . . . help you make decisions based on fact . . . enable you to intelligently map your marketing tactics.

Write for your FREE COPY of Gould, Gleiss and Benn's new Bulletin which explains in detail what a Store Audit can do for you.

GOULD, GLEISS & BENN, INC.

CHICAGO
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WASHINGTON
FORT WAYNE

17 West Ontario, Superior 7-9168
1734 Candler Building, Main 4673
1213 Capitol Avenue, Preston 8337
412 Albee Building, Republic 2990
1137 Rivermet Avenue, Eastbrook 1309

Marketing Consultants • Market Research • Sales Analysis • Sales Planning

It's Easier to Sell in NEW YORK CITY from stocks in the city

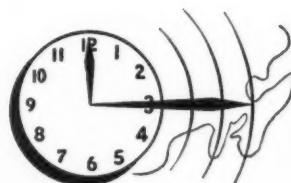
GET SPOT-STOCK SERVICE FROM:



5 LEHIGH
WAREHOUSES



43 TRUCK
LEHIGH FLEET



24 HOUR 50-MILE
DELIVERIES

Make sales orders stick... give your men the edge of selling a full line on hand for next morning delivery. Get details today of Lehigh's warehouse-distribution service for sales efficiency.

WRITE, WIRE OR PHONE

LEHIGH WAREHOUSE & TRANSPORTATION CO.

Telephones: (NY) Rector 2-3338 (NJ) Bigelow 3-7200
102 Frelinghuysen Ave. Newark 5, New Jersey



managers and salespeople in retail paint stores, to encourage questions about Ruberset's new 70-30 Mixture, proportioned for good painting results. (This skit met with so much favor that it was later repeated for the Executive Committee of Bristol-Myers, which is the parent company of Ruberset.)

Visual Cast: While a considerable amount of charts, display material and props was available for inspection by the salesmen, less of it had been brought along than in previous years, because of the utilization of the Visual Cast. This is a projector which permits the speaker or operator to regulate the image through the negative or transparency, instead of using a pointer to indicate a portion of the image projected on the screen. Another advantage of the device used is that the operator can see the screen as the audience sees it, instead of being almost on top of it—or, if he likes, he can swing around and face the audience. The Visual Cast has a flat base on which the negative or transparency lies, and a mirror from which the image is reflected to the screen.

The Visual Cast, used to show color photographs of displays, made it unnecessary to carry the complete line of displays available from Ruberset for current promotions. Another of its uses: By putting a blank negative on the base and writing on it with a grease pencil, the operator could "write his script" for simultaneous transcription on the screen. This was an effective way of showing figures and of impressing the eye-minded.

Contests: Several contests were conducted, all of them tied in with the major incentive plan then in effect—a Cappel, MacDonald & Co. competition with merchandise prizes awarded for points. One prize was offered for the best sales presentation on an assigned subject, mentioned earlier.

Then there was the display contest, with a cash prize to the dealer who put up the best display before November 15 of this year, and a merchandise (or rather *point*) prize, to the salesman in whose territory the display was set up. To encourage the salesmen to help their customers set up such displays, they were given display instruction sheets with 12 sketches and ideas on how to put up displays, using materials readily available in the particular store. The displays were to be judged from photographs, and to make these easy to



One man raises 160,000 per year profit 10c apiece!

Such a chicken crop equals as much meat as 2,000 hogs or 1,600 beef calves! It's no job for an amateur—requires a highly mechanized factory, power conveyors, automatic feeding and watering systems, thermostat-controlled temperatures. Modern methods and big scale, low-cost output, have brought broilers down to the price of bologna, built a new industry that will produce 800 million fowl this year!

Broilers are another diversified product that give thousands of Midwest farmers an important extra income... aided by the profitable production techniques and modern farm factory methods reported in a recent issue of **SUCCESSFUL FARMING** ... major idea source for better farm business and better farm living on the nation's best farms.

Farming is a business... with constantly improving techniques, product-change to meet market requirements... operating with power machinery, modern plants, labor saving devices... taking a large capital investment, and managed to yield top output at lowest costs.

The Mrs. Manufacturer is making radical developments in the farm home... designing and planning the best in modern living... choosing

furniture and furnishings for pattern, period, color, and ensemble effects as well as utility... employing labor lightening appliances and equipment. The farm home is a major market for the best quality merchandise.

Best business opportunity... is today's best class audience... the nation's top farmers and their families... concentrated in the 15 agricultural Heart states with the best brains, best land, best crops... where **SUCCESSFUL FARMING** concentrates nearly a million circulation among farmers with the greatest yields, highest incomes—averaging 50% more than the US farm average.

In a market mostly missed by general media, the advertiser needs **SUCCESSFUL FARMING** for its powerful penetration, intensive readership, and influence based on a half century of service... to balance your national advertising effort, get maximum sales. With spendings and savings high, and peak production, the opportunity has never been better. For all facts, call any SF office.

MEREDITH PUBLISHING COMPANY, Des Moines, Iowa, also New York, Chicago, Detroit, Cleveland, Atlanta, San Francisco, Los Angeles.



acquire, the salesmen were all given cameras and flash attachments and some coaching on operating the camera, a Kodak Hawkeye. (The entries have come in, many of them showing ingenuity and originality—proving that the emphasis on display at the meeting bore fruit. Awards have been made, the salesmen receiving points equal to \$50 in purchasing power.

Recreation — Happy Medium: Management aimed at a happy medium for this convention, having had two diametrically opposite experiences with the previous two years' meetings. Two years ago the convention was all fun and frolic, which created good will but left the salesmen exactly where they started, so far as selling skill was concerned. A year ago the Psycho-Drama plan was used, with concentration on education and no provision for recreation.

The two fall conventions of the year just ended were purposely planned to include some recreation, golf in the East and horseback riding in the West—before and after each day's business activities. Also, each meeting was broken in mid-session with a half-day devoted entirely to recreation. At Colorado Springs the

men dressed informally in sports attire. This year's blend of work and play was far more satisfactory than the extremes of the previous two meetings of 1949 and 1950.

In the East, where distances are not so great, the men came to New Jersey by various means. For the western meeting, the home office staff, including the president, Elwood M. Jones, Jr., traveled to Colorado Springs in the DC-3 owned by Rubber-set's parent company, Bristol-Myers. Operated by the full-time pilot and co-pilot employed by Bristol-Myers, the plane stopped along the way to pick up salesmen. They left Newark Airport at 2 P.M. Sunday, September 9, picked up one salesman in Indianapolis, and spent the night in Chicago, where several passengers joined the party. The next day there were stops and pick-ups at Kansas City and Denver. The plane arrived at its destination in Colorado Springs at four o'clock on Monday afternoon. David T. Barry, Rubber-set's sales manager, welcomed the group at the airport, having flown out in advance to set the stage for the meeting.

Travel in the company-owned plane gave the men a chance to become better acquainted with company

executives and with one another. It was also comfortable, even luxurious, the plane having been specially equipped for such use. Instead of providing quarters for 22 passengers, as it was designed to do, it has facilities for 14, with space for paper work.

Conveniences, Creature Comforts: In planning the meeting, no details were overlooked which could have any bearing on its success. The meeting room had tables with plenty of working space, writing equipment, and a springboard notebook in hard covers for each man, to enable him to take notes and to preserve literature handed out. There were, of course, plenty of ash trays, a good supply of drinking water. Talks and skits were limited to less than 20-minute duration. There was a timer, with an alarm signal, to ensure adherence to this regulation.

Because so many factors are involved, it is impossible to say specifically that the two sales meetings are responsible for the good showing made by the sales force during the last quarter of the year.

At this writing, near the close of the year, the quota (pro-rated on the ambitious figure set for the year) has been exceeded by 2%.

RESULTS ARE BEST WHEN THERE'S STABILITY



Tests are best when the market is stable. That's South Bend. Among America's 200 leading cities, South Bend ranks 92nd in population, 77th in total sales, 90th in total income*. What firmer ground for reliable tests, profitable selling? One newspaper saturates this market of ½-million people. Write for free, new market data book.

*Sales Management's 1951 "Survey of Buying Power"

**The
South Bend
Tribune**

STORY, BROOKS & FINLEY, INC. • NATIONAL REPRESENTATIVES



The South Bend, Ind. Market:
7 Counties, 1/2 Million People

How to Keep Mail Lists Up-to-Date

Vanant offers free data on changes in Federal specifications

Is there a way to manufacture promotional literature so that it creates and maintains the continuing interest of prospects and customers? How do you achieve the "required reading" appeal? And what can be done to develop a "live" mailing list for such literature?

Vanant Products, Inc., Milwaukee, finds the answer to its particular problem in its pocket-size booklet, "A Quick Aid for the Packaging Engineer." This booklet contains 1,000 individual military packaging specifications applicable to the various branches of the Armed Forces.

Because Government packaging specifications are continually revised, people responsible for packaging products sold to the Government find it something of a chore to keep abreast of the changes. This chore presented Vanant with a ready-made opportunity to be genuinely helpful and at the same time provided the company with a logical opportunity to promote itself. Now Vanant sends to holders of the original 26-page, loose-leaf booklet inserts bearing the latest specifications.

To obtain inserts, however, each booklet holder must register with Vanant his firm's name and address. Result: Vanant builds a live mailing list for its bags, vapor barrier materials and case liners.

Paul van Antwerpen, Vanant's sales manager, says that the booklet and the inserts reduce Government packaging specifications to A-B-C language. "If it were not for these inserts," Mr. van Antwerpen points out, the original booklet would have become obsolete within six months.

"101 Ways To Animate Your Display" — One of the many features on displays and exhibits coming up January 15 in the new SALES MEETINGS, Part II of SALES MANAGEMENT.



Alabama By-Products Corporation

to Make More Coke and Coal Chemicals

to Meet Southeast's Fast Growing Demands

ALABAMA BY-PRODUCTS CORPORATION of Birmingham—one of the Nation's largest commercial coke producers—is now rushing to completion the fifth expansion program in its history. Because of the tremendously increased demand for coke from the Southeast's flourishing foundry trade, the Company is building a new battery of coke ovens which will bring its capacity to over 900,000 tons a year. It is likewise stepping up the output of its coal chemicals and by-product gas.

"Our large expansion program helps assure an ample supply of quality coke for the Southeast's fast growing malleable and grey iron industry," says Phil H. Neal, president of ABC. "Capacity of our plant has been increased more than fivefold since our Company was organized. Biggest factor in our growth has been the broad-scale industrial development throughout the Southeast. Another is Birmingham's superior location as a distribution center—not only for the whole Southeast but for all the 31 States we serve and our export markets in Canada, Cuba and Mexico."

ABC is one of scores of Birmingham district enterprises that have spiraled from small beginnings into nationally known industries. New plants will find even greater growth opportunities because of the accelerating progress of the South. Stake your claim now.

* * * * *

The Committee of 100 or any of the undersigned members of the Executive Committee will welcome the opportunity to give you confidential and specific data regarding the advantages of the Birmingham district for your plant, office or warehouse.



BIRMINGHAM COMMITTEE OF 100

1914 Sixth Ave., N., Birmingham, Ala.
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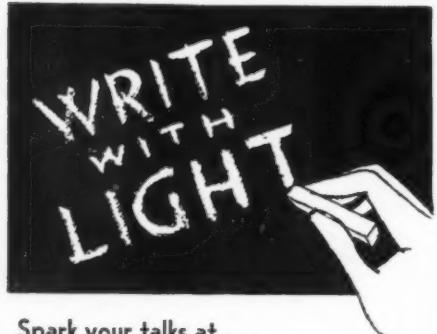
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FLUORESCENT CHALK . . .

BLACKLIGHT ACTIVATED

dynamic new tool for selling . . .



Spark your talks at . . .

- sales meetings
- dealer presentations

Writes on any board surface

Complete set includes six
radiant colors blacklight
chalk **SET 29.95**
fob NYC

1—42" Blacklight Fixture (15 W-T 30
watt)

NORCO MANUFACTURING CO.
Manufacturers of Blacklite Products and Scientific Instruments
392 BLEECKER STREET NEW YORK 14, N.Y. ALgonquin 5-4062



AVOID CHALK DUST. Use clean, modern paper pads for visualizing your talk. Write or draw with smooth, colored wax crayons. The versatile All-Purpose Portable Easel was designed for use with these paper pads. Also ideal for flip-over charts, large or small cardboard charts.

ORAVISUAL COMPANY, INC.
68 Jackson Street Stamford, Conn.
WRITE FOR DESCRIPTIVE CIRCULAR

Sales Tools Premiere

Your editors present, herewith, a new department to be served up monthly. We hope these picture-stories of successful sales tools will serve as thought-starters, for by careful study of the varied assembly of sales weapons, you may discover ideas and techniques adaptable to your own line. You'll find that most sales tools are not elaborate, complicated devices—they're just what their name implies: bedrock tools, designed for more efficient selling in a more competitive market, where conversation alone is as inadequate as an umbrella in a Kansas hail storm.

Tools for Selling



NO USE TALKING . . . about how easy it is to maneuver the Westinghouse iron into shirt pockets and around buttons, because with this demonstration board Mrs. Prospect finds out herself by ironing a "shirt" at point-of-purchase. The ironing board, two feet long and a foot wide, has a specially imprinted cloth cover which simulates a shirt front. A row of buttons makes it easy to demonstrate the all-around button-edge on the iron, and a pocket on one end of the board gives the prospect a chance to give the iron a field test in the pocket department. Underneath the board are three rubber suction cups to hold it securely to the counter. The display is available to retailers through Westinghouse distributors . . . saves a lot of talking by telling a sales story itself

(Continued on page 68)

How Much Has the Metalworking Market Changed in the Last Three Years?

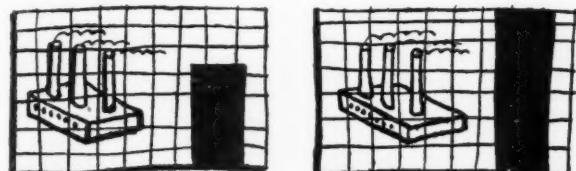
Every market presents a moving target to the advertiser. New plants are built... old plants grow and change their operations and products... new men are always coming onto the scene to run the plants and make the buying decisions.

But knowing that we face a moving target isn't enough. Unless we have some idea how fast it is moving, we may miss it by a mile.

How fast has America's largest industrial target—the giant metalworking industry—been moving during these recent hectic years? Two studies of Erie, Pennsylvania—one made three years ago and one just completed—shed some light on this problem. In August, 1948, Dun and Bradstreet interviewed the operating heads of every metalworking plant in Erie which employed 50 or more... the plants which accounted for over 96% of the city's metalworking production. They gathered a vast amount of data on plant capacity, employment, operations, products, personnel, sales, etc. Here are a few of the changes they found when they went back last fall, just three years later:



There are five new worthwhile sales targets which didn't exist in 1948. Four of these are plants which have grown past the 50 employee mark... and there is one new plant which was constructed since the previous study was made.



But that's only part of the story... nearly every plant has increased its capacity. The plants which appeared in both the old and new studies report average increases in capacity of 34.2%.

The target in Erie is considerably bigger than it was in 1948. It calls for a bigger selling effort. But whom must we sell? Has there been much of a change in the men who run the metalworking plants? Here is the answer:

26 companies reported no significant changes among the executives responsible for management, production, engineering and purchasing functions.



34 companies reported that new men now occupy one or more of these key positions.



In just three years, 56% of the metalworking buying teams of Erie have undergone changes. Every one of these new teams may present a new selling problem, because the new members may *not know* about your company and your products.

Perhaps the most startling comparison to be found in the Erie study is in the sales figures. Average sales for the companies which answered this question were \$2,147,000 in 1947... but in 1950 the average soared to \$3,167,000... an increase of 47.5%.



What has happened in Erie is just one example of what is happening throughout Metalworking America. The target is moving a great deal faster than most of us realize. Merely maintaining position in this largest of all industrial markets is a big job. To move ahead of competition will require a bigger and better job than ever. Your publication advertising can play an important role in getting your story across where it counts... because your better metalworking magazines learned some time ago that the only sure way to hit a moving target is to keep moving with it.

If you would like to know more about the Erie Studies, please write us. We'll be glad to see that the complete report is made available to you.

THE PENTON PUBLISHING COMPANY
PENTON BUILDING • CLEVELAND 13, OHIO



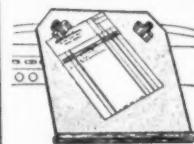
Detroit Edison Elects



Walker L. Cisler has been elected president and general manager of The Detroit Edison Company. He is one of 365,024 daily Wall Street Journal readers from coast-to-coast. To reach men who are stepping up in business, advertise in America's Only National Business Daily. (Adv.)

"AUTODESK"

AN AID
TO
MORE
EFFICIENT
SELLING!



JUST DROP IT
INTO POSITION
ON YOUR
STEERING WHEEL
AND YOU'RE
READY TO WRITE!

- Makes it easy to record important data after each call!
- Ruggedly built for years of service
- Writing surface is of smooth tempered masonite
- Sturdy clips hold papers in position
- Will not blow your horn while in use

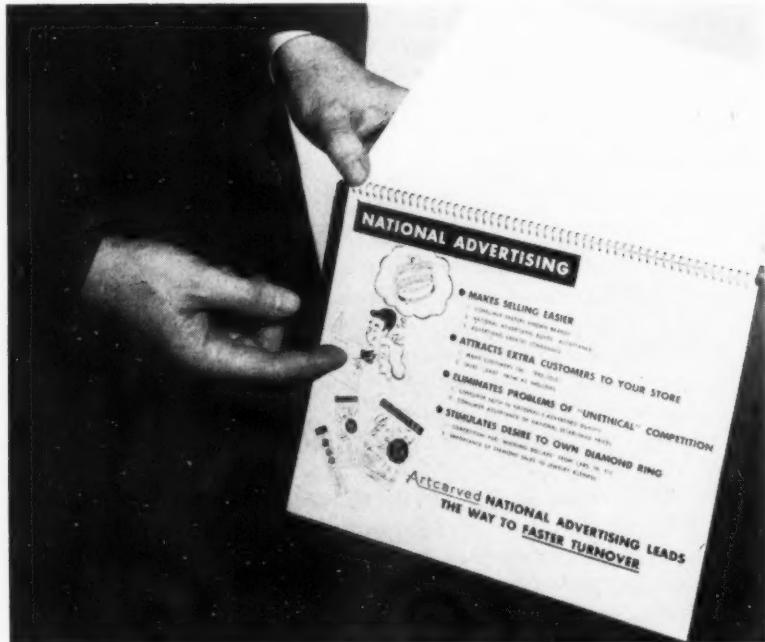
PRICES: Singly \$2.25 each
12 (Bulk Packed)—\$1.85 each
F.O.B. Quincy, Ill.

CUT OUT AND MAIL TO:
The AUTODESK CO.,
Box 593, Quincy, Ill.

Please send me Autodesk
Name
Address
Send C.O.D. Open Acct.

Please write for prices on larger quantities.

Tools for Selling



SMALL TOOL, BIG JOB: Here's a flip-flop chart that helps representatives of J. R. Wood & Sons, manufacturer of rings, persuade retail jewelers that nationally-branded rings are profitable investments. Step by step, the presentation clearly shows how Artcarved diamond rings help eliminate the hidden costs jewelers must pay when they "mount their own." The flip-over chart packages many separate selling points that Artcarved salesmen would otherwise have to carry in their heads, wraps up a complex sales presentation into a visual sequence of selling punches.

With simple illustrations and brief, pointed copy, the chart eliminates the hazard of "forgetting" such vital Artcarved sales points as: national acceptance, buying advantages resulting from large scale purchases, nationwide delivery service, written guarantees, free promotional aids. Chart is engineered to stand pyramid-style on the jeweler's counter for quick, easy presentation. Said one salesman after using the chart: "Jeweler says he now realizes the importance of a name brand diamond ring. He will put our line in this spring." Chart by Hile-Damroth, Inc., New York.

Tell More! Sell More!

WITH A Zipmaster

THE PERFECT SALES KIT

Combines a Ring Binder Display Unit with a Handy Zipper Case

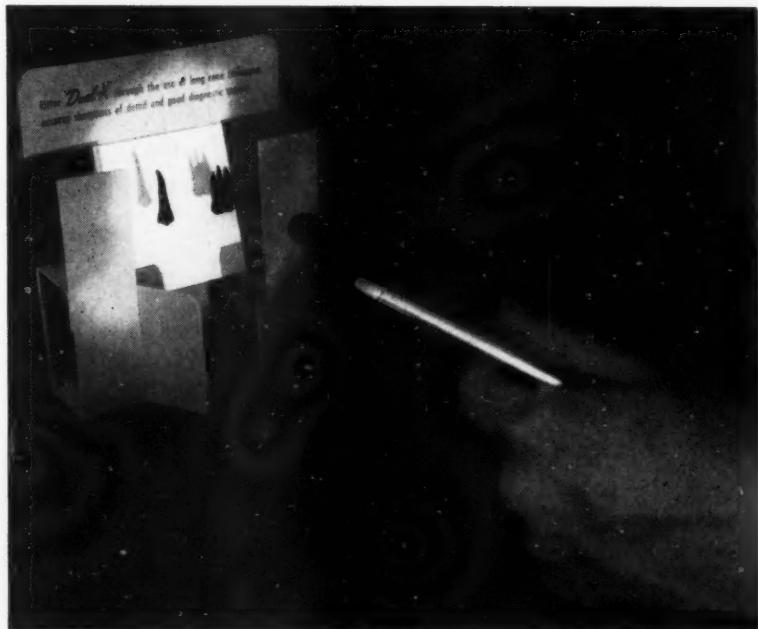
Attracts and holds prospect's attention by setting up sales material at a 30° angle when he is standing, or a 60° angle when he is sitting. Two pockets hold order pad, circulars, etc. Weatherproof zipper closure.

SEND FOR FREE FOLDER

Sales Tools, Inc. 1702 W. WASHINGTON BLVD.
CHICAGO 7, ILLINOIS



CARD SENSE: It's wallet-size, and Thor dealers use it as a backstop on product information, then hand it to prospects to keep. In concise, to-the-point sentences, selling points of Thor washers are arranged to interest both halves of the husband-wife buying team, i.e., "For Men Only" and "For Women Only." Here's a personalized approach to point-of-purchase. Made by Parisian Novelty Co., Chicago.



LITTLE SHOW-OFF: Why tell 'em when you can show 'em? Dental salesmen for Ritter Co., Inc., aren't satisfied to merely explain how right-angle techniques improve X-ray shots—they bring along this X-ray in miniature to let dentists see for themselves. With the Diorama—a pint-size screen and flashlight—Ritter men show prospects how Dual-X radiography equipment can bring sharp images onto the film, what is meant by elongation and distortion. When the demonstration is over, salesmen hand flashlight to dentists, tell 'em, "It's yours—keep it." Result: The little show-off tool sells Ritter radiography equipment, and a good many dentists carry Ritter flashlights in their pockets these days.

BUYERS WELCOME

SALESMEN WITH

STEREO Realist SLIDES



"Stereo Realist gives us an office display room in a sample case... gets attention on cold turkey calls"

says FRED G. JONES
Advertising Manager,
The Creamery Package
Mfg. Company,
Chicago, Illinois



MANUFACTURERS ordinarily find it impossible to display complete lines of large equipment at branch offices. But REALIST slides which exactly portray their products in amazingly realistic third dimension and full, natural color give them an office display room in a small sample case.

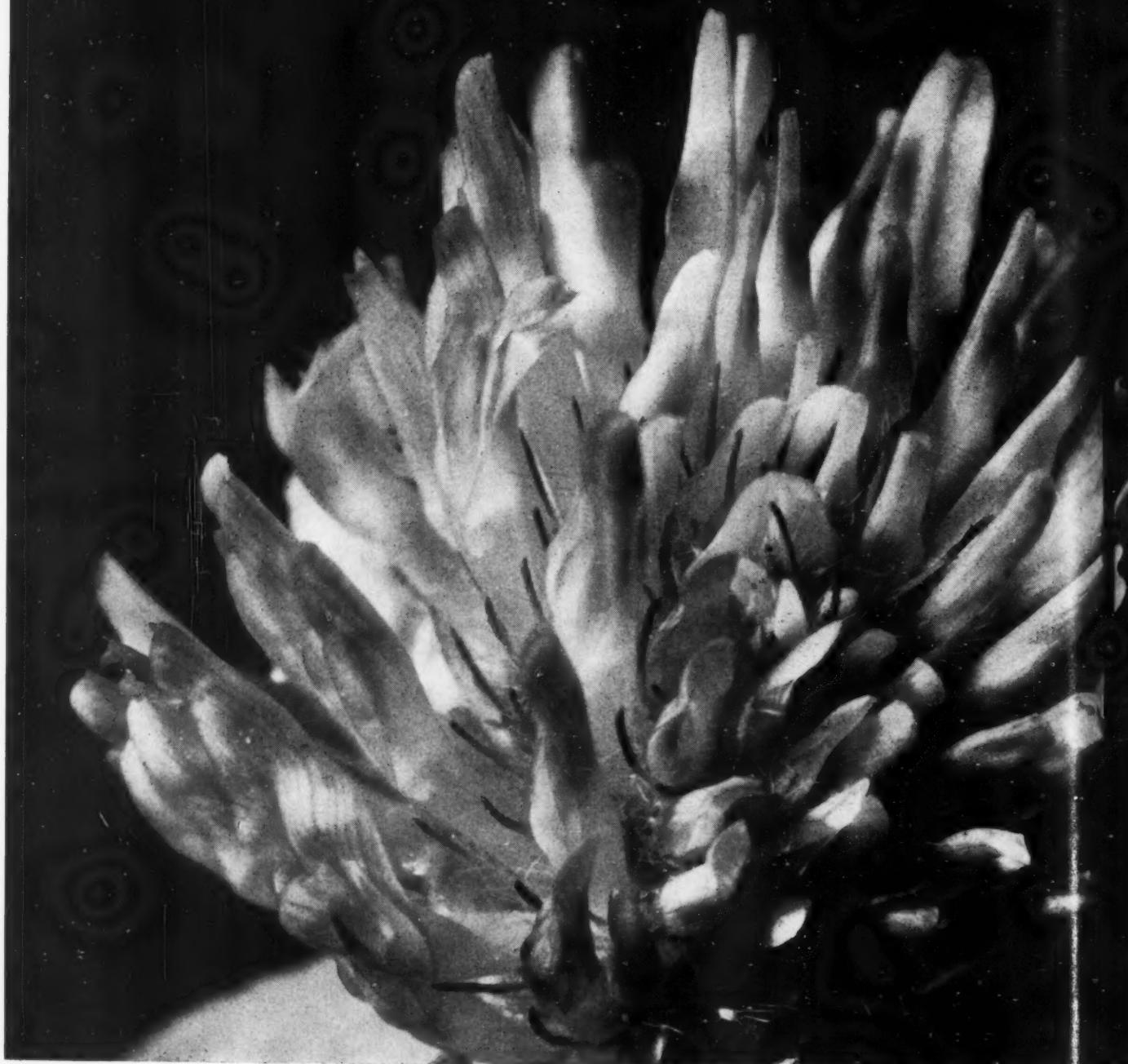
Buyers actually welcome salesmen with REALIST slides, because they can study every detail of construction, color, texture without leaving their desks. REALIST three-dimensional transparencies never fail to get the customer's undivided attention. They save time all around, too.

Present commercial users proclaim the REALIST to be "the world's finest visual selling aid." But you must see REALIST slides to appreciate their full impact. Your nearest dealer or commercial photographer will be glad to show some to you. For further information on this low-cost, high-powered sales aid, write DAVID WHITE CO., 385 W. Court Street, Milwaukee 12, Wisconsin.



Stereo-Realist Cameras, Projectors, Viewers and Accessories are products of the David White Co., Milwaukee

*is it Coral...
ora Chrysanthemum*



.... Guess again!

*..It helps make Profits steady
for Michigan Farmers!*

You can bank on it that Michigan farmers know what it is . . . for they bank a beautiful 5 million dollars a year *from* it!

But red clover (it's a magnified blossom) and all legumes account for only a small part of Michigan's big farm income. For in Michigan the rule of farming is *diversity*—producing lots of crops so there are many kinds going to market all year.

Crop diversity gives these farm families a steadiness of income that's hard to duplicate among the top third farm states. It's the reason they rank high in ownership of everything for the farm and home.

The effective way to sell this big market is through the *one* publication that covers its interests—**MICHIGAN FARMER**. It's read twice every month in *4 out of 5* Michigan farm homes. For full information, write T1013 Rockwell Avenue, Cleveland 14, Ohio.



East Lansing



The Ohio Farmer, Cleveland

The steady farming in Michigan has its counterpart in two other rich states: Ohio and Pennsylvania—served by THE OHIO FARMER and PENNSYLVANIA FARMER.

Pennsylvania Farmer, Harrisburg

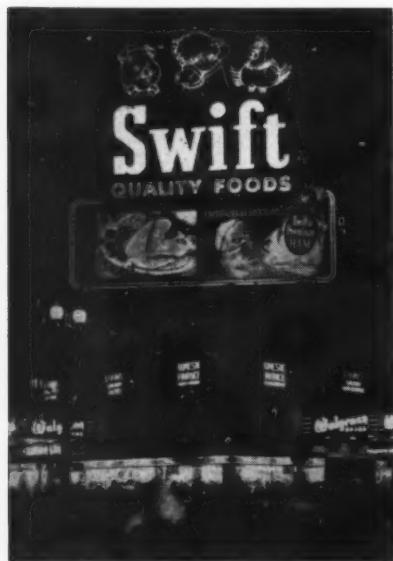
Advertising

MEDIA...AGENCIES...SERVICES

Brand Names Foundation's Fourth Annual Campaign

"In the U.S.A., the buyer is boss," is the theme of a series of 12 institutional advertisements comprising the Brand Names Foundation's 1952 advertising campaign. This campaign, on behalf of all manufacturers' brands and brand advertising, has been created by Warwick & Legler, Inc., and contributes to the Foundation's program as a public service. It includes six advertisements addressed to consumers and six addressed to merchants.

John W. Hubbell, vice-president of Simmons Co., and chairman of the Foundation's board of directors, has, on behalf of B.N.F., invited consumer and business magazines to pool space and bring these brand messages to the attention of millions of readers.



"SPECTACHROME" for Swift & Co. combines lights, appetizing food presentation, Yule spirit and name identification. Erected by General Outdoor Advertising Co., Inc., the sign dominates Chicago's State Street at Randolph with changeable colored transparencies along with eye-catching, animated animals.

ers. This is to be done with the guidance of William H. Eaton, president of the American Home Magazine Corp., and Edward A. Schirmer, executive vice-president of The Crowell-Collier Publishing Co., who are directors of the Foundation.

According to Messrs. Eaton and Schirmer, more than 250 publications are expected to contribute space for these advertisements. This would represent an increased usage over the highly successful campaign for 1951 just terminated. During the past year, 216 publications with a gross circulation in excess of 370,000,000 contributed space.

The consumer ads for the new campaign are designed to dramatize to readers the importance to them of the brand information advertised in the pages of America's magazines, and to emphasize what manufacturers' brands mean in terms of better products for better living. They show how consumers, by their daily brand selections, have the first and last word about the future of any brand name. Typical headlines include: "The Postcard That Involved a Million Dollars"; "The Man Who Is a Mother to Millions"; "Who Is the Girl in the Dreams of Ten Thousand Men."

The ads for the business publications have been created to focus retailers' attention on the advantages of stocking manufacturers' brands and tying in, locally, with national advertising and promotion of brand manufacturers. They underscore how "pre-sold" branded merchandise reduces store selling time and means increased turnover and greater year-end profit.

The 1952 campaign is the fourth to be sponsored by Brand Names Foundation whose activities are supported by more than 750 firms. These include a large number of the nation's leading brand manufacturers, newspapers, magazines, radio networks and stations, and more than 50 of the foremost advertising agencies.



ELECTED: William C. Matthews (left) president, and Abbott Kimball (right) chairman of the board of directors of the Abbott Kimball Co., Inc. Mr. Kimball founded the agency 15 years ago.

International Ad Meet Held by McCann-Erickson

Just before Christmas, McCann-Erickson, Inc., staged the first international advertising conference to be held by a single advertising agency. In New York City 135 top executives from the agency's 26 offices in various parts of the world met at the Waldorf-Astoria Hotel for the Monday-through-Saturday conference.

The main business of the conference was the exchange of ideas and the discussion of advertising problems and methods. Prominent in the agenda were the relation of television to radio, TV commercials, new research techniques, marketing strategy, and the evaluation of sales effectiveness of copy in various media.

"The primary purpose of this conference," said Marion Harper, Jr., president of McCann-Erickson, "is to strive for constant improvement in our methods, techniques and way of doing business. And it is to make sure that every one of our 430 clients, large or small, gets the best experience of the entire agency. For this reason we plan to conduct these meetings in all of our offices during the next several months so that each one of our 1,550 people may benefit."

Most of the McCann-Erickson



WILLIAM E. BERCHTOLD joins McCann-Erickson, Inc., as vice-president and general executive; was formerly executive vice-president and chairman of plans board, Foote, Cone & Belding.

people from overseas are citizens of the countries in which they reside and work. The agency has followed the practice of staffing its international offices with the best talent available from each country in which it operates, combining their on-location knowledge of their own markets with the advanced techniques of advertising developed in the United States.

The occasion was the 50th anniversary of McCann-Erickson, Inc., which was founded in a merger of the A. W. Erickson Co., established in December, 1901, and the H. K. McCann Co., established in January, 1912. The merger took place on October 30, 1930. The event also marked the beginning of the 25th year that McCann-Erickson had been operating in international markets. Its Paris office was opened in 1927.



KEVIN B. SWEENEY is elected vice-president in charge of promotion and sales, Broadcast Advertising Bureau.

Independent Druggists Gain Customers, Curtis Finds

Traffic in independent retail drug stores has increased nearly 30% since 1938, according to a new nationwide drug store survey.

The study, conducted by the Research Department of The Curtis Publishing Co., reveals that a total of 327,340 customers shopped in 106 independent drug stores during a seven-day period, an average of 3,088 for each store. This is an increase of 29.3% over an average of 2,388 customers for each store checked in a similar survey which Curtis' Research Department conducted in 1938.

Of all the customers who came into the drug stores to buy magazines, according to the new study, more than half—54.1%—made at least one other purchase. A comparison with other customers shows that magazine buyers are the best multiple purchasers. Of non-magazine customers, only one in every five made multiple

purchases. The magazine customers spent an average of 64.07¢; the average spending for all customers was 53.2¢.

These and other detailed buying habits of the 327,340 customers were obtained by more than 600 trained checkers who recorded every sale made at the 106 stores scattered in 87 cities in 37 states.

Customers were placed in four classifications—men, women, children and groups of people shopping. The average woman spent more during each visit than any other customer

group, about one-third more than men, and almost three times more than children.

The customers whose purchases were studied spent a total of \$174,080.32, with men spending 46.5%, women 35.4%, groups 15.6%, and children 2.5%. The average volume in each store for the week was \$1,642.26.

Among the 30 different classifications of products sold, the Magazine Department ranked fifth, bringing in \$9,784.40, representing 5.62% of all money spent. Prescription Depart-

HIRING SALESMEN?

**Write for a free sample of our
specialized application blank**

In evaluating applicants for sales jobs, your company needs detailed information on the education, background, sales experience and individual characteristics of each prospective employe.

To fill this need, SALES MANAGEMENT has prepared specialized "application for employment" forms based on the opinions of a group of experts on hiring salesmen. These detailed four-page forms will give you all the basic information you need on each applicant. They have been approved by legal experts as conforming to the New York State anti-discrimination law, regarded as the strictest of any state in the nation.

A free sample of this "application for employment" blank will be provided, with a price list, on request. Write—SALES MANAGEMENT, 386 Fourth Avenue, New York 16, N. Y.

ment was first, accounting for 16.57% of the spending; tobacco second, 15.69%; fountain third, 13.93%; proprietary medicine fourth, 7.17%.

The survey points out that many druggists waste valuable selling space by not knowing the relation of the dollar volume to the number of square feet used by the various departments. In this survey the Magazine Department produced \$2.48 for each square foot of space used during the week, compared with the average of \$1.12 for all other departments.

New Ads—via Calendars— Go up in Unbuyable Space

This is the season when new calendars are being broken out and hoisted like companies' house flags across the nation. On the walls of kitchens and machine shops, of taverns and offices and factories—"the free space you can't buy"—eye-catching and useful reminders of companies' products, services, addresses, dealers are being tacked up for another full year of "remembrance advertising."

A lion's-share producer of this reminder advertising is Brown &



GEORGE R. DUNHAM, JR., is appointed general sales manager of WCBS-TV, CBS-owned New York TV station.

Bigelow, St. Paul, Minn., which is currently producing 60,000,000 calendars a year. Founded 56 years ago, the company started with the idea that an ad which would be kept before the customer's eyes every single day would be remarkably persuasive. Brown & Bigelow netted \$87,000 the first year. The company's volume for 1951, including all other kinds of reminder promotion developed from the original idea, is estimated at \$44,000,000.

Brown & Bigelow find the calendar medium especially popular among little businessmen—laundries, gas stations, insurance agents, dry

cleaners—particularly among those who depend upon repeat sales throughout the year. With notable exceptions like Minneapolis-Moline, Hotpoint and Sinclair Oil, customers are small firms, 250,000 of them, whose average order is only \$131. Concerning impact, Brown & Bigelow found in a recent survey of housewives that 78% of those interviewed recalled accurately the names of advertisers on the calendars in their homes.



B. B. GEYER, president of Geyer, Newell & Ganger, Inc., is elected chairman of the board of directors of the Advertising Research Foundation, Inc.

BAB's Promotion Sites Set for 1952

May 1952							June 1952						
1	2	3	4	5	6	7	8	9	10	11	12	13	14
15	16	17	18	19	20	21	22	23	24	25	26	27	28
29	30												

CHURCH SHEET METAL WORKS
Burred Air Systems • Air Conditioning • Roofing • Heating
 322 Main • RAPID CITY, S. DAK. • Phone 300



WILLIAM H. FINESRIBER, JR., has been appointed executive vice-president of the Mutual Broadcasting System.

is already under way in automotive, tire and paint industries. Further plans call for a basic presentation on radio and another dealing with the farm market.

Two direct mail pieces will be issued twice each month to advertisers and agencies. Advertisers will receive a sales letter containing special data pertinent to radio sales while agencies are to be sent a "Kiplinger-type" newsletter on radio advertising.

In the field of basic research BAB will not only collect and evaluate extant material, but will conduct a series of studies to learn the true value of radio coverage, saturation and sales impact.

In the competitive aspects of radio sales, BAB will publish a salesmen's handbook containing basic facts of newspaper readership. There will be released a second edition of BAB's volume on magazine county-by-county circulation statistics, with a comparison of radio-magazine penetration on a national basis.

According to John F. Hardesty, BAB local promotion director, local promotional activities will include a continuation of several services instituted to stations during the past year; the revision from a quantity and quality standpoint of many others, plus the addition of new projects.



JOHN H. SWEET has been elected executive vice-president and publishing director of U. S. News & World Report.



Why The CHRONICLE is Houston's One Big Family Newspaper

**Consistently honest, sound, complete reporting
of the news is a CHRONICLE tradition
and a sales-winner for CHRONICLE advertisers**

Even more important than what advertisers think of a publication is what *readers* think of it. Certainly the key to the resultfulness of any printed medium is the kind of acceptance it gets deep in the hearts and minds of its readers.

Ever since it first started publication in 1901, The Houston Chronicle has adhered to rigid standards of editorial excellence — believing that a good newspaper is first of all, a good, honest, sincere reporter of all the news.

It is obvious that this steadfast policy pays off to readers and advertisers alike. And The Chronicle's dominant leadership in both circulation and advertising for 39 consecutive years gives irrefutable evidence of an editorial policy that is both sound and successful.

39 consecutive
years of leadership
in both circulation
and advertising

**For additional facts about the No. 1
paper in the South's No. 1 market, contact
your nearest Branham Company Office.**

The Houston Chronicle

R. W. McCARTHY
Advertising Director

M. J. GIBBONS
National Advertising Manager

THE BRANHAM COMPANY
National Representatives

High Spot Cities

Retail Sales Forecast for January, 1952

Retail sales in January of the new year will total \$11.3 billion, a drop of 7% from the record-breaking peak of January, 1951. Strictly speaking, the comparison is not quite fair, since consumers lost all restraints last January, forcing the over-all sales level about 15% above normal. Nevertheless, particularly in view of a year-end sales performance that proved disappointing to most retailers, the appearance of sales declines in the month-by-month comparisons with last year is an ominous sign. Since sales last February and March were also abnormally high, the sales declines are going to be a familiar sight in the coming three months.

Too many retailers had been depending on a last-minute Christmas shopping spree to cancel out the slow selling days of summer and fall. After nine months of successive disappointments, it is time to re-evaluate the economic picture. The first quarter

of 1951 undoubtedly gave rise to many illusions, and it is time that retailers adjusted their sights to current levels, despite the knowledge that there must be a lot of cash in consumers' hands, judging from the continued rise in disposable income. Consumer savings are evidently at peak levels, but there is little disposition on the part of consumers to dip into savings in order to beat future price rises in consumer goods.

Among those states reporting better-than-average performances for this January (as opposed to January of 1951) are: Arizona, Colorado, Connecticut, Georgia, Kentucky, Michigan, New York, Ohio, Oregon, South Carolina, and Wyoming.

The leading cities, those with a city-national index well above average, are: Paducah, Ky., 125.5; Akron, Ohio, 116.5; Newport News, Va., 115.0; Bethlehem, Pa., 114.3; Tucson, Ariz., 113.9; Battle Creek,

Mich., 113.4; Augusta, Ga., 111.2; Wichita, Kan., 109.9; Elmira, N.Y., 109.7; Ventura, Calif., 109.7; Warren, Ohio, 109.5; Colorado Springs, Colo., 109.4; Spartanburg, S.C., 109.4; Cleveland, Ohio, 108.6; Pittsburgh, Pa., 108.6; Muskegon, Mich., 108.5; Woonsocket, R.I., 108.3; Bartlesville, Okla., 108.3; Niagara Falls, N.Y., 108.2; San Diego, Calif., 108.1.

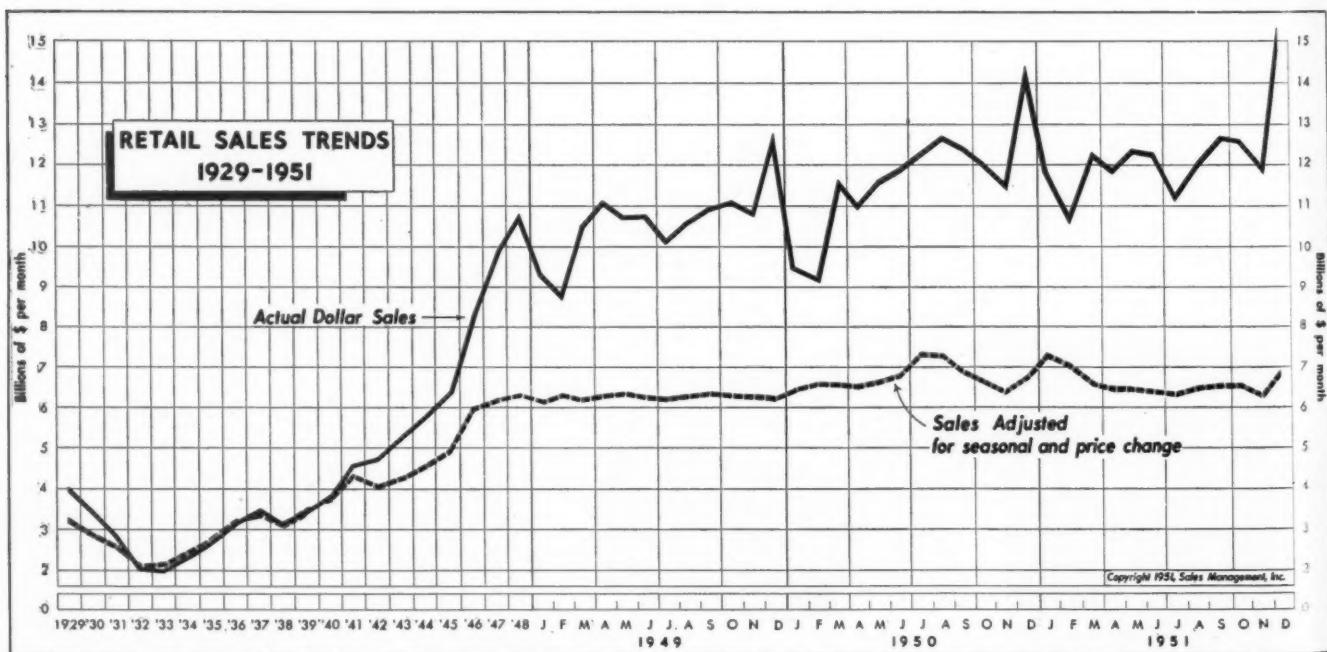
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Sales Management's Research Department, with the aid of Market Statistics, Inc., maintains running charts on the business progress of more than 200 of the leading market centers of the country. Monthly data which are used in the measuring include bank debits, sales tax collections, Department of Commerce surveys of independent store sales, Federal Reserve Bank reports on department store sales.

The retail sales estimates presented herewith cover the expected dollar figure for all retail activity as defined by the Bureau of the Census. The figures are directly comparable with similar annual estimates of retail sales as published in SM's *Survey of Buying Power*.

Three Index Figures Are Given the first being "City Index—1952 vs. 1939." This figure ties back directly to the official 1939 Census and is valuable for gauging the long-term change in a market. It is expressed as a ratio. A figure of 400.0, for example, means that total retail sales in the city for the month will show a gain of 300% over the same 1939 month.

The second figure, "City Index, 1952 over 1951," is similar to the first, except



Retail sales in January 1952 will total \$11.3 billion, but when adjusted for seasonal influences and price changes, the volume of sales in 1935-39 dollars amounts to \$6.7 billion. This is in line with

the performance of the past nine months, but is still low in relation to the continued rise in disposable income. In current dollars January sales are expected to be down 7% from the 1951 month.

that last year is the base year. For short-term studies it is more realistic than the first, and the two together give a well-rounded picture of how the city has grown since the last Census year and how business is today as compared with last year.

The third column, "City-National Index, 1952 over 1951" relates the city's change to the total probable national change for the same period. A city may have this month a sizable gain over the same month last year, but the rate of gain may be less—or more than that of the Nation. All figures in this column above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National Index is derived by dividing the index figure of the city by that of the Nation.

The Dollar Figure, "\$ Millions," gives the total amount of retail sales for the projected month. Like all estimates of what is likely to happen in the future, both the dollar figure and the resultant index figures can, at best, be only good approximations, since they are necessarily *projections* of existing trends. Allowance is made in the dollar estimates for the expected seasonal trend, and cyclical movement.

The index and dollar figures, studied together, will provide valuable information on both rate of growth and actual size of a city market.

These exclusive estimates are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from SALES MANAGEMENT, INC.

Suggested Uses for This Data include (a) special advertising and promotion drives in spot cities, (b) a guide for your branch and district managers, (c) revising sales quotas, (d) checking actual performances against potentials, (e) basis of letters for stimulating salesmen and foretelling their alibis, (f) determining where drives should be localized.

A Pre-Release Service Is Available. SM will mail, 10 days in advance of publication, a mimeographed list giving estimates of retail sales in dollar and index form for the 200-odd cities. The price is \$1.00 per year.

★

★ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1951 which equals or exceeds the national change.

RETAIL SALES

(S.M. Forecast for January, 1952)

City	City	Nat'l		
		Index	Index	\$
1952	1952	1952	(Million)	
vs.	vs.	vs.	January	
1939	1951	1951		1952

UNITED STATES

390.7 93.0 100.0 11304.00

Alabama

Birmingham	452.5	91.1	98.0	31.18
Gadsden	511.6	87.6	94.2	4.40
★ Mobile	571.2	95.8	103.0	12.11
Montgomery	405.2	89.4	96.1	8.63

Arizona

★ Phoenix	608.2	99.1	106.6	20.07
★ Tucson	609.3	105.9	113.9	9.87

It's up to ALL of US

1952 is a year of fateful decisions for all of us . . . from the President down to ordinary John Q. Citizen.

It is our sincere wish and prayer that whatever decisions are made involving the freedom, peace and prosperity of our country will result in

A Happy New Year for all

In extending greetings to our many good customers and to the newspaper industry, we are confident that they will do their full share to advance this goal.

The Julius Mathews Special Agency, Inc.

NEWSPAPER REPRESENTATIVES

NEW YORK • CHICAGO • PHILADELPHIA
BOSTON • DETROIT • PITTSBURGH • SYRACUSE

ONE OF NEW ENGLAND'S BEST Performance vs. Size

Middletown's sales record is outstanding in New England. It ranks twenty-fourth in population among cities of the 25-50M group . . . BUT

13th in total retail sales . . .
6th in family retail sales!

Performance alone . . . against the toughest competition . . . stamps Middletown as a preferred advertising buy. Your opportunities in this market are matched by the coverage of the PRESS! No other newspaper or combination can equal its coverage of Middletown and Middlesex county . . . a market with \$101,482,000 income, \$68,007,000 retail sales.

You Always Get MORE
in MIDDLETOWN



Good Food Market Made Even Better

Industrial workers and their families eat heartily. Food is the largest item . . . by far . . . in their family budget.

In Biddeford-Saco . . . averaging 1.13 industrial workers per family . . . the family food bill is \$1,052. This is \$323 more than the average U. S. family spends for food . . . \$264 more than the average Maine family spends.

The Journal makes Biddeford-Saco an even better market for advertisers of food brands. This is a localnewsy and extremely popular daily . . . read in 90% of the market's homes . . . provides coverage, penetration, results at truly low cost.

THE BIDDEFORD JOURNAL BIDDEFORD, MAINE

Represented by
The Julius Mathews Special Agency, Inc.

RETAIL SALES (S.M. Forecast for January, 1952)						
City						
City	City	Nat'l				\$
Index	Index	Index	1952	1952	1952	(Million)
1952	1952	1952	vs.	vs.	January	
1939	1951	1951	vs.	vs.	January	
					1952	

RETAIL SALES (S.M. Forecast for January, 1952)						
City						
City	City	Nat'l				\$
Index	Index	Index	1952	1952	1952	(Million)
1952	1952	1952	vs.	vs.	January	
1939	1951	1951	vs.	vs.	January	
					1952	

Delaware

★ Wilmington . . . 408.9 93.8 100.9 18.2

District of Columbia

★ Washington . . . 410.2 98.8 106.2 113.75

Florida

Jacksonville	449.3	90.2	97.0	22.87
Miami	557.2	90.5	97.3	39.56
Orlando	466.9	92.1	99.0	8.45
Pensacola	418.1	91.1	98.0	4.85
St. Petersburg	502.7	91.1	98.0	11.26
Tampa	506.0	90.0	96.8	16.04

Georgia

Atlanta	387.6	91.2	98.1	45.97
★ Augusta	467.6	103.4	111.2	8.09
★ Columbus	510.4	93.3	100.3	8.32
★ Macon	419.7	95.2	102.4	7.26
★ Savannah	397.5	96.1	103.3	9.42

Hawaii

Honolulu . . . 381.1 89.8 96.6 21.00

California

Bakersfield	487.9	92.0	98.9	11.71
Berkeley	336.9	89.8	96.6	7.95
★ Fresno	535.1	96.2	103.4	19.64
Long Beach	434.8	87.0	93.6	25.70
Los Angeles	364.5	92.4	99.4	196.37
★ Oakland	375.2	98.0	105.4	46.71
Pasadena	419.5	88.4	95.0	15.94
★ Riverside	467.5	94.7	101.8	5.61
Sacramento	375.4	87.9	94.5	20.42
San Bernardino	445.7	91.3	98.2	8.29
★ San Diego	523.4	100.5	108.1	34.44
★ San Francisco	326.9	95.1	102.3	86.31
★ San Jose	411.9	95.1	102.3	13.10
Santa Barbara	382.5	88.0	94.6	6.12
★ Stockton	428.6	95.0	102.1	10.93
★ Ventura	432.9	102.0	109.7	3.29

Colorado

★ Colorado Springs	426.0	101.7	109.4	6.22
★ Denver	393.1	97.6	104.9	48.15
★ Pueblo	392.4	94.7	101.8	6.16

Connecticut

★ Bridgeport	358.8	99.0	106.5	18.19
★ Hartford	348.8	99.6	107.1	26.09
Middletown	311.0	89.5	96.2	2.55
★ New Haven	317.5	95.1	102.3	19.08
★ Stamford	417.1	95.3	102.5	7.80
★ Waterbury	324.7	97.7	105.1	9.74

PADUCAH'S Ridin' High!



Nation's No. 1 High Spot City.
\$500 million atomic energy plant
going up—plus world's largest
electric power pool.

Nation's greatest gain in bank
clearings, January-September.

Good time to advertise in—

The Paducah Sun-Democrat
25,000 Paducah, Ky. 26,000
Daily Sunday
Burke, Kuipers & Mahoney

SELL THE PEOPLE IN MASSACHUSETTS WHO BUY MOST

Pittsfield's retail sales per capita are the highest of all Metropolitan County Areas in the state.

\$1,078 per Person
(\$127 above U.S. per capita)

ONE NEWSPAPER
offers 100% coverage of city zone; 70% of metropolitan county area.

HELP YOURSELF
to a very successful year in Massachusetts' most responsive mass market... through

THE BERKSHIRE EAGLE

PITTSFIELD, MASS.

Represented by
The Julius Mathews Special Agency, Inc.

RETAIL SALES (S.M. Forecast for January, 1952)					
	City Index	City Index	Nat'l Index	\$	
	1952 vs. 1939	1952 vs. 1951	1952 vs. 1951	(Million)	January 1952

Idaho

Buise	375.7	87.4	94.0	5.71
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Illinois

Bloomington ...	350.7	90.1	96.9	4.77
★ Champaign-				
Urbana	412.9	94.2	101.3	7.06
Chicago	356.1	92.2	99.1	371.30
Danville	368.2	91.3	98.2	4.75
Decatur	353.8	93.8	100.9	7.82
★ East St. Louis.	427.5	93.8	100.9	7.78
Moline-Rock Island-				
E. Moline ...	404.7	91.2	98.1	10.40
Peoria	340.6	90.8	97.6	14.34
★ Rockford	441.7	97.5	104.8	13.34
Springfield	381.6	89.7	96.4	10.76

Indiana

Evansville ...	414.1	88.8	95.5	12.88
★ Fort Wayne ...	391.7	95.2	102.4	15.16
★ Gary	464.4	93.6	100.6	13.84
★ Indianapolis ...	398.8	93.8	100.9	51.77
Muncie	375.3	92.2	99.1	6.08
★ South Bend ...	507.6	98.1	105.5	16.75
Terre Haute ...	352.3	87.9	94.5	8.35

Iowa

Cedar Rapids ..	348.7	91.3	98.2	7.95
Davenport	359.3	92.7	99.7	8.48
Des Moines	302.8	89.8	96.6	17.14
Sioux City	336.5	92.6	99.6	9.12
Waterloo	354.1	89.4	96.1	6.94

Kansas

Hutchinson ...	387.5	91.0	97.9	4.34
★ Kansas City ...	398.8	95.2	102.4	9.65
Topeka	367.7	89.6	96.3	7.98
★ Wichita	556.3	102.2	109.9	20.36

Kentucky

Lexington	327.2	89.4	96.1	7.46
★ Louisville	410.8	93.4	100.4	37.05
★ Paducah	430.7	116.7	125.5	4.35

Louisiana

Baton Rouge ..	517.3	89.1	95.8	9.88
New Orleans ..	419.1	87.6	94.2	45.30
Shreveport	421.6	92.1	99.0	13.66

Maine

Bangor	290.7	91.0	97.8	4.07
Lewiston-Auburn	288.6	86.7	93.2	5.08
Portland	256.6	87.8	94.4	8.11

Maryland

Baltimore	346.8	92.3	99.2	90.71
Cumberland ...	281.0	87.6	94.2	4.13

Massachusetts

* Boston	273.0	93.9	101.0	92.17
Fall River	288.9	89.9	96.7	8.06
Holyoke	305.3	88.4	95.0	4.61
Lawrence	262.8	87.4	94.0	6.49
Lowell	376.5	89.3	96.0	8.02
Lynn	366.0	85.1	91.5	8.71
New Bedford ..	296.4	89.9	96.7	8.33
Pittsfield	300.0	90.9	97.7	5.01

PORTLAND, MAINE

Basic New England Market

LARGEST

Wholesale Center SM Metropolitan County Area and

NEWSPAPER CIRCULATION

NORTH OF BOSTON

Sell this big North-of-Boston Market through the Portland newspapers . . . influencing \$213,000,000 retail sales. Here is the type of market opportunity the Portland newspapers offer advertisers of various branded products.

Food	\$63,028,020	Furniture-Hsld.	\$10,530,480
Gen. Mdse.	\$19,280,070	Automotive	\$46,148,280
		Drugs	\$4,800,660

Basic New England Test Market

PORTLAND PRESS HERALD • EVENING EXPRESS PORTLAND SUNDAY TELEGRAM

The "Pay-Off" Plus . . .

Sales Management's November 10 study spotlights Holyoke's special appeal to advertisers of food, drug, furniture-household products. Sales in Holyoke drug stores are 77% above average volume . . . in food stores 57% above . . . in furniture-household stores 73%. These margins boost Holyoke ahead of 40 large cities in drug sales . . . 32 in food . . . 20 in furniture-household.

Holyoke is a market of multiple pluses . . . BUT don't overlook the plus that enables all the others to pay off . . . handsomely. These big Holyoke potentials are paralleled by the coverage of Transcript Telegram—which packages Holyoke and Chicopee and the Hadleys in a single city zone market . . . with \$100,145,000 retail sales.

The Holyoke Transcript Telegram

HOLYOKE, MASS.

Represented by
The Julius Mathews Special Agency, Inc.

Record Food Sales Stress CITY ZONE Market

Salem's food plus . . . 81% above the U.S. average . . . is the highest in the state for all cities its size or larger. In total food sales Salem ranks first in New England in its population group!

This unusually heavy volume points to the size and compactness of the population living close to Salem's stores . . . a true city zone market of 147,700 people served only by the Evening News. No other newspaper concentrates its selling influence on this \$46,-210,000 food market.

THE SALEM EVENING NEWS SALEM, MASS.

Represented by
The Julius Mathews Special Agency, Inc.

SOME SPEED!

Royal Oak . . . with more family income than any other Michigan High-Spot City . . . leads them all in 1951-39 monthly sales gains . . . is consistently one of the State's top Preferred cities.

In mighty industrial Michigan *this is superior progress*. And the State's fastest growing daily enables you to keep pace with Royal Oak's ever-growing opportunity . . . with 95% coverage of the city homes and 13,500 additional circulation in south Oakland County.

THE DAILY TRIBUNE

Royal Oak, Mich.

South Oakland's
Only Daily Over 25,018
Evenings

Represented by
The Julius Mathews
Special Agency, Inc.

High Spot Cities

RETAIL SALES
(S.M. Forecast for January, 1952)

City Index 1952	City Index 1951	Nat'l Index 1952	\$ (Million)			
			vs. 1939	vs. 1951	vs. 1951	January 1952
★ Salem	338.2	93.5	100.5		4.60	
Springfield	300.7	89.6	96.3		17.35	
★ Worcester	323.2	96.8	104.1		20.65	

Massachusetts (cont.)

★ Salem	338.2	93.5	100.5	4.60
Springfield	300.7	89.6	96.3	17.35
★ Worcester	323.2	96.8	104.1	20.65

Michigan

★ Battle Creek	465.5	105.5	113.4	7.82
★ Bay City	442.3	93.0	100.0	6.59
Detroit	441.7	91.4	98.3	202.40
Flint	397.0	90.3	97.1	19.61
Grand Rapids	408.1	92.7	99.7	22.69
★ Jackson	379.8	95.0	102.1	7.33
★ Kalamazoo	404.0	95.0	102.1	10.02
★ Lansing	433.3	98.9	106.3	13.91
★ Muskegon	391.4	100.9	108.5	6.34
★ Pontiac	365.4	93.4	100.4	7.82
★ Royal Oak- Ferndale	488.0	94.5	101.6	7.32
★ Saginaw	414.6	94.7	101.8	10.24

Minnesota

★ Duluth	307.3	98.1	105.5	10.17
Minneapolis	326.0	90.2	97.0	60.44
St. Paul	284.9	89.8	96.6	32.88

Mississippi

Jackson	498.9	89.4	96.1	8.98
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Missouri

Kansas City	438.3	90.2	97.0	67.89
St. Joseph	323.5	92.1	99.0	6.47
St. Louis	351.8	91.1	98.0	85.70
Springfield	421.8	92.0	98.9	7.55

Montana

Billings	429.7	90.5	97.3	5.50
Butte	246.8	86.8	93.3	4.27
Great Falls	372.9	88.1	94.7	5.22

BIGGER THAN NEW YORK STATE

Little Falls' per capita sales are \$179 higher than the state's . . . indicating tremendous retail activity in this upstate center.

The Little Falls Times . . . with circulation nearly two and a half times the number of city families . . . sells the people who shop here, whether they live in the city or outside . . . reaches 30,000 people spending \$27,930,000. This newspaper's coverage and influence are the big factor in our superiority over the state — a big hit in a big market, person per person. Isn't that what counts?

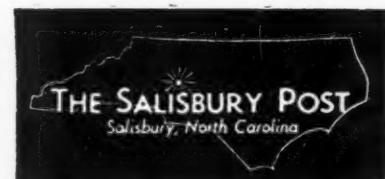
Little Falls Times Little Falls, N. Y.

Represented by
The Julius Mathews
Special Agency, Inc.

Through wars and depressions, economic conditions in Salisbury remain sound. Marketwise sales managers and agencies have learned to depend on the POST and Post market, even when the rest of the State and Nation inspire Babson's gloomiest reports.

EXCEPTIONS: Sales managers and agencies who try to sell Salisbury-Rowan by nibbling with a few hundred circulation from the outside.

Consistent merchandising support, the kind that accomplishes results.



WARD-GRIFFITH COMPANY
Representatives

SALES MANAGEMENT

RETAIL SALES
(S.M. Forecast for January, 1952)

RETAIL SALES
(S.M. Forecast for January, 1952)

Nebraska

	City	City	Nat'l	\$
	Index	Index	Index	
	1952	1952	1952	(Million)
	vs.	vs.	vs.	January
	1939	1951	1951	1952
Lincoln	368.4	89.4	96.1	9.91
★ Omaha	396.1	98.1	105.4	28.76

Nevada

Reno	375.3	92.3	99.2	5.93
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New Hampshire

Manchester	332.3	92.3	99.3	7.71
★ Nashua	294.0	94.4	101.5	2.94

New Jersey

Atlantic City ..	280.5	91.0	97.8	8.61
Camden	359.6	89.0	95.7	12.19
★ Elizabeth	341.6	93.3	100.3	10.59
Jersey City-Hoboken	271.1	90.1	96.9	21.63
★ Newark	297.8	93.5	100.5	51.13
★ Passaic-Clifton	419.0	95.3	102.5	13.45
Paterson	320.9	89.9	96.7	15.21
Trenton	323.3	88.8	95.5	14.55

New Mexico

Albuquerque	795.6	90.4	97.2	12.73
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New York

Albany	354.4	87.4	94.0	18.50
Binghamton	303.4	86.7	93.2	8.89
★ Buffalo	347.1	95.0	102.2	59.81
★ Elmira	345.9	102.0	109.7	6.40
★ Hempstead-Township	683.3	95.2	102.4	55.62
★ Jamestown	364.8	98.8	106.2	5.29
New York	316.9	90.4	97.2	696.48
★ Niagara Falls	345.1	100.6	108.2	8.42
★ Rochester	298.5	95.0	102.1	34.93
★ Rome	353.9	93.8	100.9	3.32
Schenectady	355.8	92.2	99.1	10.96
★ Syracuse	320.1	94.4	101.5	23.37
Troy	341.3	86.2	92.7	8.02
★ Utica	355.9	93.7	100.8	11.07

North Carolina

Asheville	388.8	91.6	98.5	6.92
Charlotte	525.3	91.6	98.5	17.23
Durham	396.8	88.4	95.0	6.82
Greensboro	623.3	92.9	99.9	12.14
★ Raleigh	479.0	93.9	100.9	8.43
Salisbury	350.6	89.7	96.5	2.70
★ Wilmington	372.3	95.5	102.7	3.76
Winston-Salem	393.0	91.0	97.9	7.90

North Dakota

Fargo	381.4	86.0	92.5	5.34
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Ohio

★ Akron	424.9	108.3	116.5	31.74
★ Canton	384.8	97.7	105.0	13.89
★ Cincinnati	341.4	93.9	101.0	54.14
★ Cleveland	376.1	101.0	108.6	108.85
Columbus	337.0	86.1	92.6	36.94
★ Dayton	380.5	94.4	101.5	27.89
★ Mansfield	379.7	93.6	100.6	5.62
★ Springfield	363.0	94.4	101.5	7.65

RETAIL SALES
(S.M. Forecast for January, 1952)

	City	City	Nat'l	\$
	Index	Index	Index	
	1952	1952	1952	(Million)
	vs.	vs.	vs.	January
	1939	1951	1951	1952
City	City	Nat'l	\$	
1952	1952	1952	(Million)	
vs.	vs.	vs.	January	
1939	1951	1951	1952	

Ohio (cont.)

★ Toledo	392.2	94.4	101.5	35.53
★ Warren	443.6	101.8	109.5	6.61
★ Youngstown	361.4	98.4	105.8	19.84



On the job!

Our volunteer speakers are saving thousands of lives today... in factories and offices, at neighborhood centers and at organization meetings all over this land... showing people what they can do to protect themselves and their families against death from cancer.

For information just telephone the American Cancer Society or address a letter to "Cancer," care of your local Post Office.

American Cancer Society



Pennsylvania

Allentown	358.8	90.5	97.3	12.02
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HIGHSPOT

among New Jersey markets

New Jersey's outstanding market is still Passaic-Clifton . . . rated "preferred" by Sales Management 26 times in the last 27 months . . . a record unsurpassed by any other city in the state. For January, Sales Management forecasts Passaic-Clifton's retail sales 2.5% higher than the national change . . . highest City-National index in the state.

One—and only one—newspaper offers complete advertising coverage of Passaic-Clifton, one of industrial North Jersey's principal shopping centers.

51,968

abc annual
audit 1950

THE HERALD-NEWS
OF PASSAIC-CLIFTON, N. J.

Represented by The Julius Mathews Special Agency

ALTOONA, Pennsylvania's Ideal Test Market

It's well isolated from other cities.
It has typical distributive outlets.
Its citizens have average incomes.
It has a splendid mixture of industry
and farming.

It has excellent year-round stability
and a good record as a test city.

Also, the Altoona Mirror is a cooperative
evening newspaper. It completely
blankets the market.

Altoona Mirror.

ALTOONA'S ONLY
EVENING NEWSPAPER

Richard E. Beeler
Advertising Manager

\$5,869

—that's the enviable yearly family buying income of Bethlehem, Pennsylvania (38th ranking city in the U. S. in family income).

Yes, business is booming in Bethlehem! The only newspaper that covers this up-and-growing city is . . .

The Bethlehem Globe-Times

Rolland L. Adams, President
Represented nationally by DeLisser, Inc.

High Spot Cities

RETAIL SALES
(S.M. Forecast for January, 1952)

City Index	City Index	Nat'l Index	\$
1952	1952	1952	(Million)
vs. 1939	vs. 1951	vs. 1951	January 1952

Pennsylvania (cont.)

Altoona	289.5	92.9	99.9	6.37
★ Bethlehem	475.8	106.3	114.3	7.09
Chester	377.3	92.0	98.9	6.83
★ Erie	441.3	97.8	105.2	14.65
★ Harrisburg	398.6	100.1	107.6	13.79
Johnstown	394.3	90.6	97.4	7.27
Lancaster	288.2	87.3	93.9	7.09
Norristown	329.3	90.2	97.0	3.82
Oil City	234.3	85.7	92.2	1.57
Philadelphia	345.5	87.8	94.4	182.32
★ Pittsburgh	345.7	101.0	108.6	80.27
Reading	317.0	88.2	94.8	11.95
Scranton	287.4	87.6	94.2	11.15
Wilkes-Barre	258.0	90.5	97.3	7.38
York	208.7	91.0	97.8	6.36

Rhode Island

Providence	298.9	91.6	98.5	27.11
★ Woonsocket	364.7	100.7	108.3	4.85

South Carolina

★ Charleston	393.0	94.1	101.2	7.86
★ Columbia	442.8	95.2	102.4	10.14
★ Greenville	491.7	95.0	102.1	8.85
★ Spartanburg	600.8	101.7	109.4	7.69

South Dakota

Aberdeen	527.6	86.5	93.0	3.43
Sioux Falls	380.0	87.7	94.3	6.08

Tennessee

★ Chattanooga	368.8	95.5	102.7	14.20
Knoxville	387.1	90.5	97.3	14.05
Memphis	380.1	86.4	92.9	35.46
Nashville	402.5	92.5	99.5	22.26

Texas

★ Amarillo	645.6	98.9	106.3	11.75
Austin	437.1	89.2	95.9	12.02
Beaumont	529.8	90.8	97.6	11.02
★ Corpus Christi	625.0	95.0	102.2	13.75
Dallas	509.8	92.2	99.1	60.67
El Paso	520.1	88.9	95.6	13.99
★ Fort Worth	582.0	99.1	106.6	37.25
Galveston	390.1	90.0	96.8	6.67
★ Houston	532.5	96.7	104.0	71.09
Lubbock	761.4	91.8	98.7	11.04
San Antonio	517.2	92.7	99.7	36.69
Waco	547.1	87.9	94.5	9.30
★ Wichita Falls	472.2	95.7	102.9	7.65

For SOLID
Selling... there
is no Substitute
for the POWER
of an Alert . . .
Home Town
Newspaper!

Particularly in The
"Greater Philadelphia"
Area where so **MUCH**
of the Market is OUT-
SIDE the city & coun-
try Limits.

NORRISTOWN — THE IM-
PORTANT SEGMENT OF
THIS "OUTSIDE" AREA

NORRISTOWN TIMES HERALD

NORRISTOWN, PENNA.

Represented Nationally By The
Julius Mathews Special Agency

Subtraction Adds Up

Take "4"—Woonsocket's pop-
ulation ranking in R. I. Subtract
"3"—Woonsocket's rank in every
S.M. retail sales category.

Result? "One up" on the rest
of the state—your PLUS market
in Rhode Island!

Proof? See Woonsocket's 7
Points of Superiority in S.M.'s
"Market Rankings."

Tell your story to this whole
fast-spending area, only with its
one local daily, the—

WOONSOCKET CALL

Representatives: Gilman, Nicoll & Ruthman

Affiliated: WWON, WWON-FM

COVERS RHODE ISLAND'S PLUS MARKET

Sales Ratings Board Tally Indicates Record Year In '52

New business highs are in prospect for the American economy, with gross national product in 1952 expected to top that of 1951 by at least 5%. That is the consensus of the Board of Analysts of Future Sales Ratings, the 300-man board of authorities in Government and business who decide the relative sales outlooks for the 100-plus industries listed on the next page.

Over-all business activity is thus foreseen as heading for a record, but, significantly too, a strong note of optimism prevails that even civilian hard goods output will be considerably better than many pessimists and materials allocations now indicate.

It is felt that, whether it be eventually by actual allotment, by appeals because of lessening of war activity and tension, by effective use of substitute materials, or by a combination of all these factors, the output of civilian goods in 1952 (viewed in conjunction with current substantial inventories and the heavy stocking up with consumer durables in recent years) is likely to be such that intensified advertising and promotion will be necessary to move some of this equipment into end-use channels. Success in 1952 is seen as depending heavily on individual ingenuity, both production-wise and promotion-wise.

Inventories Still at Peak

Though the Christmas season in 1951 was tremendous, inventories of both soft and hard consumer durables are at a peak for this time of year. That, of course, is considered as favorable from the standpoint of establishing high sales records, since there must, first and foremost, be large inventories at hand. Comparatively high prices are considered as something of a sales deterrent for the months ahead, but this is regarded as more than offset by strong public buying power, and the favorable wage and salary trends which will accompany high employment and effective labor-union activity in 1952.

The uptrend will be sparked by heavy Government spending, considered likely to be huge regardless of truces and cease-fire proclamations. Government purchasing of all types now is running at the rate of about

\$67,000,000,000 a year. By late spring this spending may be running at the rate of \$80,000,000,000 a year, and in the latter part of 1952 it may reach as high as a \$92,000,000,000 annual rate.

Armament the Big Spark

Rising armament outlays will represent the principal basis for this growth. Since the military's appropriations exceed \$110,000,000,000 from the period September 1950 to the present, and only about \$35,000,000,000 of this has been obligated in contracts through the end of 1951, it is evident a considerable additional stimulant is ahead. Outlays are considered as likely to advance from the current rate of about \$37,000,000,000 a year to a \$50,000,000,000 average rate in the first half of 1952, and on up close to a \$60,000,000,000 average annual rate in the second half of 1952.

The effect of this spending will spread throughout the entire economy; the Board's consensus indicates that total spending for goods and services in the country should attain the unprecedented level of about \$345,000,000,000 for 1952, a new all-time high comparing with a current rate of about \$327,000,000,000 annually. Only a small part of this gain is considered as likely to be attributable to price increases.

Magnitude of this potential total may be appreciated more when it is realized that only a few years ago, the most optimistic consensus forecast of economists was a gross national product figure of \$300,000,000,000 in near future years, with many, however, considering such a figure as out of reach for the present generation.

Lots of People and Money

It is emphasized as a basic marketing principle that people are markets. In that case, markets are extensive and growing. The birth rate is near its all-time peak, while the death rate is near its record low. It is noteworthy that in the last four years the annual number of deaths has been virtually stationary, while the population has increased about

1½% each year, and now exceeds 155,000,000, a sharp rise over the 139,000,000 at the end of World War II. This country is in the period of the greatest population expansion in its entire history.

Just as there will be a record high amount of people to buy a great amount of goods, the people will also have the wherewithal to buy freely if they can be persuaded to buy. Employment is expected to reach new high levels, with over 62,000,000 employed in 1952, compared with the 60,800,000 current rate. Personal income after taxes (disposable income) is estimated at \$235,000,000,000 for the full year 1952, compared with the present annual rate of approximately \$225,000,000,000. Importantly, too, savings have been mounting and the liquid assets position of consumers is strong.

Individual Industry Prospects

The sales prospects for individual industries vary considerably, of course; we believe, however, that in getting the expert judgment of the 300 authorities who comprise the Board of Analysts of Future Sales Ratings that we have obtained some of the best possible (and in many instances the only available) estimates of the likely future sales trends of the 100-plus industries which are rated.

Two types of ratings are presented: the Size Rating and the Sales Prospect Rating. (Keys for these ratings are given at the top of the Future Sales Ratings table page.) To obtain the dollar significance, therefore, these two ratings must be studied in conjunction with one another.

Supplementing the Sales Prospect Rating with the Size Rating, the sales manager, advertising manager, merchandiser economist, trend watcher and long-range forecaster can thus obtain a ready estimate of the prospective volume of any of the 100-plus industries.

The batting average of accuracy in these estimates has approximated 86% in recent years, and this highly successful record is a favorable reflection on the combined prophetic abilities of the Future Sales Ratings Board of Analysts.

Experts on this Board embrace nationally a wide range of economists and marketing research men in the Federal Government, in U. S. industry, in trade associations, in business papers, advertising agencies, statistical services, and in the leading universities of the nation. Their analysis and editing decides the ratings each quarter of the year under the supervision of Peter B. B. Andrews.

FUTURE SALES RATINGS

as of January 1, 1952

Key to Relative Size Ratings

(by industry sales volume)

- A—Ten Billion Dollars and Over
- B—Seven Billion to Ten Billion Dollars
- C—Four Billion to Seven Billion Dollars
- D—Two Billion to Four Billion Dollars
- E—One Billion to Two Billion Dollars
- F—One-Half Billion to One Billion Dollars
- G—Under a Half-Billion Dollars

Key to Sales Prospect Ratings

(All ratings are relative to the median (★★★), which indicates approximately no change in relation to the corresponding period of the preceding year.)

- ★★★★★—Best Relative Outlook
- ★★★★—Very Good Relative Outlook
- ★★★—Good (Medium) Relative Outlook
- ★★—Fair Relative Outlook
- ★—Least Impressive Relative Outlook

	Relative Size Rating (See Above Key)	Sales Prospect Rating for 1st Qtr. (See Above Key)	Sales Prospect Rating for Next 12 Mos. (See Above Key)		Relative Size Rating (See Above Key)	Sales Prospect Rating for 1st Qtr. (See Above Key)	Sales Prospect Rating for Next 12 Mos. (See Above Key)
Advertising	D	★★★★	★★★★	Luggage	G	★	★
Air Conditioning	F	★★	★★	Machine Tools	G	★★★★★	★★★★★
Air Transportation	G	★★★★★	★★★★★	Machinery (Agric.)	G	★★★★★	★★★★★
Aircraft Sales	C	★★★★★	★★★★★	Machinery (Ind'l.)	B	★★★	★★★
Auto Sales (New)	A	★	★	Materials Handling	A	★★★★★	★★★★★
Auto Sales (Used)	E	★★★★	★★★★	Meats	C	★★★★	★★★★
Auto Tires	E	★★★★	★★★★	Medical Care	C	★★★★	★★★★
Baking	D	★★★	★★★	Metal Containers	F	★	★
Banks (Revenue)	E	★★	★★	Metals (Non-Ferrous)	C	★★★★★	★★★★★
Beer	C	★★★★★	★★★★★	Motion Pictures	E	★	★
Building (Heavy)	B	★★★★	★★★★	Musical Instruments	E	★	★
Building (Residential)	C	★★★	★★★	Office Equipment	F	★	★
Candy & Chewing Gum	E	★★★	★★★	Oil Burners	E	★★★★★	★★★★★
Canned Fruits & Veg.	E	★★★	★★★	Oil (Cooking)	E	★★★	★★★
Cereals	G	★★★	★★★	Oil Equipment	F	★★★★★	★★★★★
Chemicals	A	★★★★★	★★★★★	Packaging & Containers	D	★★★	★★★
Cigarettes	D	★★★★	★★★★	Paint	E	★	★
Cigars	G	★★	★★	Paper & Products	C	★★★	★★★
Clothing (Men's, Women's & Children's)	A	★	★★★★	Personal Care	D	★★★	★★★
Coal (Anthracite)	F	★★	★★	Photographic Supplies	G	★★★	★★★
Coal (Bituminous)	D	★★★	★★★	Physicians & Dentists	D	★★★	★★★
Coin Machine Sales	D	★★★★★	★★★★★	Plastics	F	★★★	★★★
Commercial Printing	D	★★★★	★★★★	Plumbing & Heating	F	★★★★★	★★★★★
Cosmetics	F	★★★	★★★	Printing & Publishing Equip.	F	★	★
Cotton Textiles	D	★★★	★★★	Radios	D	★	★
Dairy Products	D	★★★★	★★★★	Railroad Equipment	B	★★★	★★★
Department Stores	A	★★★	★★★	Railroads	E	★★★	★★★
Diesel Engines	G	★★★★★	★★★★★	Refrigerators	A	★	★
Dinnerware	G	★	★	Restaurants & Bars	D	★★★	★★★
Drugs & Medicines	E	★★★	★★★	Rubber Products	F	★★★	★★★
Dry Cleaning	E	★★★	★★★	Security Financing	F	★★★★★	★★★★★
Education	F	★	★	Shipbuilding	F	★★★★★	★★★★★
Electrical Equipment (Heavy)	C	★★★★★	★★★★★	Shoes	F	★★	★★
Electrical Equipment (Light)	G	★	★	Silk Textiles	E	★	★
Exports	A	★★★★★	★★★★★	Soap	G	★★★	★★★
Farming	A	★★★	★★★	Soft Drinks	G	★★★	★★★
Flour	D	★★★	★★★	Sports & Sporting Goods	F	★	★
Food Processing	D	★★★	★★★	Steel & Iron	D	★★★★★	★★★★★
Furs	G	★	★	Sugar	E	★★★	★★★
Gasoline & Oil	C	★★★	★★★	Surgical Equipment	E	★★★	★★★
Glass & Materials	E	★★★	★★★	Synthetic Textiles (Rayon, Nylon, etc.)	G	★★★★	★★★★
Government Procurement	A	★★★★★	★★★★★	Television	E	★★★	★★★
Groceries	A	★★★	★★★	Toothpaste & Mouthwashes	G	★★★	★★★
Hardware	A	★★★★★	★★★★★	Toys & Games	G	★★	★★
Hotels	D	★★	★★	Trailers (Auto)	G	★	★
House Furnishings, Floor Coverings, Furniture, etc.)	C	★★★	★★★	Travel & Vacations	D	★★★	★★★
Household Products (Misc.)	C	★★★	★★★	Travel Overseas	D	★★★★★	★★★★★
Imports	C	★★★★★	★★★★★	Trucks	C	★	★
Instalment Financing	C	★	★	Utilities (Electric)	E	★★★★	★★★★
Insurance	C	★★★	★★★	Utilities (Gas)	E	★★	★★
Jewelry & Watches	E	★★★★	★★★★	Utilities (Telegraph)	G	★	★
Laundries	F	★★★	★★★	Utilities (Telephone)	D	★★★	★★★
Liquor (Alcoholic)	C	★★★★★	★★★★★	Vacuum Cleaners	G	★	★
				Washers (Household)	F	★★	★

Note: Future Sales Ratings are specially copyrighted by SALES MANAGEMENT, 386 Fourth Avenue, New York 16, N. Y.

Winston-Salem

A GROWING MARKET
OF MORE PEOPLE
WITH MORE MONEY
TO SPEND
THAN EVER BEFORE

A 9-COUNTY MARKET

With
1950 per Family Effective
Buying Income
of
\$2,847.00*
*Sales Management,
1951 Survey of
Buying Power

The JOURNAL & SENTINEL are the only papers that cover this rich, growing market in the South's No. 1 state.

The JOURNAL & SENTINEL are the only papers in the South offering a Monthly Grocery Inventory—an ideal test market.

The JOURNAL & SENTINEL are the only papers completely blanketing an important 9-county segment of North Carolina.

YOU CAN'T COVER NORTH CAROLINA WITHOUT THE

WINSTON-SALEM TWIN CITY
JOURNAL and SENTINEL
MORNING SUNDAY EVENING
National Representative: KELLY-SMITH COMPANY

SPECIALTY SELLING

Several lucrative SoundScriber territories now open to top office equipment men who want to make good money. Accomplishment in this or comparable specialty selling field is important. No limit placed on earnings. Open territories already have customer foundation on which to build. Repeat business assured. Write Sales Manager, SoundScriber Corp., New Haven 4, Connecticut, giving background, references, and preferred geographical location.

The Three Major Challenges For Sales Executives in 1952

(Continued from page 26)

needed to move a good product.

The simple truth about why people buy needs to be pointed out to top management — again and again. It needs to be understood by advertising men, and sales managers and salesmen . . . and it's up to them to educate top management in the economic facts of life. *Sales, like children, are not brought by the stork!* Top management is old enough now to be told the facts.

People do not buy things because they are good or because they have merit. If people bought for these reasons, every man would be broke by nightfall because there are more meritorious products between here and your office than you can possibly pay for.

People buy because they have needs —actual or psychological needs, which have been discovered, exposed, and matured into wants. Sometimes, this process takes place naturally — we might almost say, automatically. But in most cases the need-discovering, need-exposing, need-maturing process takes years. I recently read a brief historical analysis of some great inventions, those which have most benefited the human race. The study showed that from the date when someone gave birth to the first creative idea for a great invention until that invention became an economic success, 274 years elapsed. That's four lifetimes.

How Long to Wait

Tell that story to your non-sales-minded top executive. Remind him that neither he, nor his stockholders —not even his heirs and assigns—can afford to wait that long for their dividends on his great inventions.

It's the function and objective of modern marketing groups—salesmen and advertising men and sales managers—to get the product to market and make it an economic success in one-tenth to one-twentieth of that time.

The function of the modern salesman is to discover, uncover, and mature human needs and make people aware of them—in a hurry.

Modern distribution methods get the product sold to millions in 48 states and a dozen foreign countries in less time than it took Emerson's mouse-trap maker to get a dozen mouse traps into the next township.

And by the way, what was it that Mr. Rip Van Winkle made? He slept for 20 years, the legend says. *That was probably his customary interval between orders.*

Let's pin the 1855 label and the Rip Van Winkle sign on the ancient thinking of our top management. And let's remember that it's our negligence in doing the right kind of an educational job that permits them still to be quoting these ancient fallacies.

Mass Production an Effect—Not a Cause: While we're out correcting fallacies, let's correct another: Ask a production man what made this a great industrial nation, and he will reply without batting an eye: *Mass production.*

What made mass production possible? Answer: Mass demand.

And where did mass demand come from?

Here's the process:

1. Mass advertising × mass sales presentation = mass distribution.

2. Mass distribution + continued mass advertising × continued mass sales presentation = mass demand.

3. Mass demand + the genius of the production line = mass production.

I don't wish to underestimate the contribution of the strictly American miracle of modern mass production.

But I can mass-produce a million of the finest gadgets in the world, put them in a warehouse, and go broke next Tuesday—if nobody sells the gadgets. In fact, I know of no quicker, surer way to go broke than to engage in mass production, unsupported by the steps that lead to mass demand.

Let's get these simple facts across to the top management of American business. Sure, it's primer stuff. But it's also the bedrock on which a genuine understanding of the marketing function must be based.

These five problems seem to me to grow out of the economic situation which faces us in 1952. The first four of these problems, sales managers have met for years; they know what to do and how. But the fifth and last problem—negative attitudes of top management toward selling—is one we never have fairly and squarely met. Call our answer top-level propaganda, the voice of selling, if you wish. Stripped bare, it's a job of education—a job of explaining a much older kind of nuclear fission magic—called *Salesmanship*—which is still a mystery to too many important folk.

Aero M.
Agency
Air Exp.
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Bayonne
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Batten,
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Berkshir
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Consolid
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Dell P.
Agency
Delta
Agency
Detroit
Agency

Florida
Agency

Funk &
Agency

Gould
Agency
James
Age

Green
Agency

JAN

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Zippo Manufacturing Co.

Agency: Geyer, Newell & Ganger

SALES MANAGER

Excellent opportunity. Experience desirable in sales management, sales, and engineering in the non-electrical instrument field. Age preference, approximately 35-40. When writing please give education, experience, and salary expected. Your letter will be kept confidential. J. B. Meriam, Pres., Meriam Instrument Co., 10920 Madison Ave., Cleveland 2, Ohio.

Want More SALES From Your ADVERTISING?

Many concerns grow bigger with the proper advertising plan. The right advertisement, placed in the right publications, in the right size space, at the right time, will bring you greater results.

MARTIN Advertising AGENCY

Newspaper-Magazine-Radio-Television

15AE East 40 St. NY (Est. 1923) LE 2-4751

FLOOD: A river too big for its bridges.—*Orville Reed*.

The Scratch Pad

BY T. HARRY THOMPSON

The best to you in 'Fifty-two!

Tessie O'Paque says her boy-friend thought the old slogan was: "Start the New Year tight!"

President of the Arkansas State Music Convention is, no kidding, Elmer Fiddler.

A local builder is advertising "El Ranchos," and the Mrs. hopes his bungalows are better than his Spanish.

Capsule Caricature: He was suffering from I-strain.

NIT—"You say your Argentinian friend is seldom sober?"

WIT—"Yeah; I call him a 'Souse American'."

VIENNA LOAF: Vacation in Austria.

Neatest trick of the week: "Two Given Chair for Third Time."—*Headline in The Philadelphia Inquirer*.

Title for a brochure on gloves: "Glove Story."

One never knows when he is getting into trouble, according to the *Boston Globe*, although he can be pretty sure of it when he agrees to serve on a committee.

GORILLAS: The apes of wrath.

One thing sure, the art of taxidermy can't be blamed for our stuffed shirts.

Somewhere behind the Iron Curtain there must be an "Igor Beaver."

HEADLINE PARADE

Automatic driving is out of this whirl.—*General Motors*.

The man who hates "desk-jockeys."—*Petroleum Processing*.

Mama always wanted to ride in a gondola.—*Julius Mathews Special Agency*.

The pick of the orchard for the apple of your eye.—*Gerber's Baby-Foods*.

Perpetual notion.—*A&P Coffee*. Reactions speak louder than words.—*Plymouth*.

Don Southgate says that, while I was worrying about crocodile wallets, the OPS was concerned about green sheep, as witness GCPR, SR32, entitled: "Ceiling Prices of Green Sheep Intestines."

One thing the discovery of the North Pole revealed, according to Dick Dickson, is that nobody, but nobody, is sitting on top of the world.

The same correspondent says two fishing-tackle salesmen were comparing notes. The first drew forth a gaudy plug, resplendent as a rainbow. "Sell many of those?" asked the other. "I wouldn't think a bass would go for such an awful contraption." "Best plug in the line," grinned the first man. "You see, I don't sell them to the bass . . . just to the suckers."

"Punning is a talent which no man affects to despise but him that is without it."—*Jonathan Swift*.

Julian Rogers says he pops so much corn, he expects to call his wife "Maize-y." He's the chap who says it's praiseworthy to make a sales record, but not to play the same one over and over again.

Going from bad to worse, Harry Casey says: "Some advertisers worry me. It's odd how nosey they can be. They ask me this, they ask me that. Am I too thin? Am I too fat? They pay, I'd guess, at least a dollar to ask if dandruff flakes my collar. Do I dip snuff? Do I inhale? Does lack of sunshine make me pale? Does coffee make me like a beast? Have I avoided taking yeast? The way I slave, will I succeed? Is yogurt just the thing I need? And is my poor old scalp too dry? Persistently, they probe and pry. My grammar: Is it always right? I wish they'd all go fly a kite!"

It's a woman's world, says Jim Collins. Insecticide researchers report female insects tougher than males, noticed when new bug-killers destroyed only half the test-insects, the males.

From the same source I read that, among 100 so-called Communists, there are one real one, 39 criminals, and 60 fools. Who counted them? Lenin, although he called them "Bolsheviks" in his day. Quoted in a new book, "Social Pathology," by Dr. Edwin M. Lemert, associate professor of sociology at UCLA.

The prayer I see printed and reprinted most is this: "God grant me Serenity to accept the things I cannot change, Courage to change the things I can, and Wisdom to know the difference."

Nobody's fool is Charles W. Morton, associate editor of *Atlantic Monthly*. After selling George Stevens, editor of J. B. Lippincott, the manuscript for "How to Protect Yourself against Women, and Other Vicissitudes," he began a waggish needling of the publisher on how to promote the book. The needling letters, all in fun, will be brought out as another book ("Frankly, George"), and I can promise you many a grin.

The column wishes you a Happy New Year!

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